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ABSTRACT

The fifth annual edition of this guide is designed to assist administrators to identify activities on management procedures and staff leadership development. A substantial number of sponsoring organizations have contributed descriptions of a wide variety of seminars and other short-term professional development programs, most of which have been incorporated into this edition of the guide. Because of limited space, however, university degree programs, their component courses, and most of the annual meetings conducted by the professional associations have not been included. The information in each program summary is organized according to the following format: (1) name of activity; (2) sponsoring organization(s); (3) date(s) and location(s); (4) participant eligibility; (5) fees and what they cover; (6) room and board (place, location, costs); (7) application (dates, addresses, name of contact person for additional information); and (8) program description (topics, speakers, activities, etc.). Programs dealing with the same, similar, or related topics have been grouped together where possible, and the order of program summaries within each major section moves from general to more specific by subject matter. The sequence of program summaries in no way suggests any order of importance or endorsement but rather is intended to make the guide a more useful reference. (Author/PG)

ED 098910

A GUIDE

TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COLLEGE AND UNIVERSITY ADMINISTRATORS

Seminars, Workshops, Conferences, and Internships

JANUARY-DECEMBER, 1975

Compiled and Edited by
Judith T. Irwin

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EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
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A Cooperative Service of

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ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.

and

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Higher Education
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FOREWORD

The Academy for Educational Development, Inc., a non-profit planning organization, was founded in 1961 to help meet the increasing need for colleges and universities in the United States for long-range programs in education and finance. Since its beginning, the Academy has undertaken a variety of major assignments for government agencies, foundations, national associations, and state-wide systems of education.

Management Division

To strengthen the management of the nation's institutions of higher education, the Academy established the Management Division in 1970 with corporate and foundation support. The Management Division provides practical information to college presidents and other administrators on problems they confront daily and on long-term problems involving programs and finances. The Management Division conducts research, publishes the results, and organizes conferences and professional development programs.

The American Council on Education, a national non-governmental organization founded in 1918 and comprised of over 1400 institutions of higher education and national and regional education associations, is the nation's major coordinating body for postsecondary education. Through voluntary and cooperative action, the Council provides comprehensive leadership for improving educational standards, policies, and procedures.

Office of Leadership Development in Higher Education

To provide direction, coordination, research, and assistance pertaining to professional development programs and academic leadership opportunities in higher education, the American Council on Education established the Office of Leadership Development in Higher Education in 1974. The Council's Academic Administration Internship Program (designed to strengthen leadership by identifying and training individuals who have shown promise for responsible positions in academic administration) and Institute for College and University Administrators (designed to improve the quality of academic leadership and institutional management through in-service professional development seminars and research) are integral activities of the Office of Leadership.

INTRODUCTION

This fifth annual edition of A GUIDE TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COLLEGE AND UNIVERSITY ADMINISTRATORS is designed to assist administrators to identify activities on management procedures and staff leadership development.

The 1975 GUIDE is distributed as a joint publication of the Management Division of the Academy for Educational Development and the Office of Leadership Development of the American Council on Education. Subsequent editions will be prepared and published by ACE's Office of Leadership Development in keeping with its efforts to encourage professional development in higher education.

A substantial number of sponsoring organizations have contributed descriptions of a wide variety of seminars and other short-term professional development programs, most of which have been incorporated into this edition of the GUIDE. Because of our limited space, however, university degree programs, their component courses, and most of the annual meetings conducted by the professional associations have not been included. (A comprehensive, descriptive listing of annual meetings of the national and regional educational associations is contained in the pamphlet, Calendar of Meetings, published each September by the National Catholic Education Association, One Dupont Circle, Washington, D.C. 20036; price $3.00.)

The Academy and the Council appreciate and thank all of those who have contributed information about their programs. Further comments from users of the GUIDE and from organizations who would like to have their programs listed in future editions are welcome.

In most cases, the descriptions presented here were prepared by the sponsoring organizations. The GUIDE is intended solely as a source of information; the appearance or absence of a particular organization or program represents no endorsement, criticism or other evaluation by the Academy or the American Council.

FORMAT FOR PROGRAM LISTINGS

The information in each program summary is organized according to the following format:

1. Name of Activity
2. Sponsoring Organization(s)
3. Date(s) and Location(s)
4. Participant Eligibility
5. Fees and What They Cover
6. Room and Board (Place, Location, Costs)
7. Application (Dates, Addresses, Name of Contact Person for Additional Information)
8. Program Description (Topics, Speakers, Activities, etc.)

Programs dealing with the same, similar, or related topics have been grouped together where possible, and the order of program summaries within each major section moves from general to more specific according to subject matter. The sequence of program summaries in no way suggests any order of importance or endorsement but rather is intended to make the GUIDE a more useful reference.

ADMINISTRATIVE ORIENTATION

1. ACADEMIC ADMINISTRATION INTERNSHIP PROGRAM (AAIP)

2. American Council on Education,
Office of Leadership Development in Higher Education

3. September 2, 1975. The Council invites the almost 1400 member institutions, through their presidents and chief academic officers, to participate in the 1976-77 AAIP. Upon receipt of acceptances, the Council sends nominating forms. Deadline for receipt of acceptances is November 15.
January 5, 1976. Notification to candidates invited to regional interviews scheduled for February, 1976.
March, 1976. Announcement of 1976-77 ACE Fellows.
September 1976-May 1977. Internship (no more than 40) on host or home campuses.

4. Qualifications: 30-45 years of age; doctorate or generally recognized terminal degree, three years teaching experience; evidence of high potential for administrative leadership. Various qualifications may be waived when other evidence of potential is presented.

5. & 6. ACE pays program costs (e.g., seminars, selection process, meetings); institution pays salary of Fellow and moving expenses, if any.

7. Presidents of ACE member institutions, between September 2, and November 15, 1975, nominate by prescribed procedure faculty and junior staff who have demonstrated potential for academic leadership. For information write Dr. Thomas M. Stauffer, Director, Academic Administration Internship Program, American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4785.

8. Week-long seminars, consultation opportunities, an analytical paper, and extensive reading supplement the internship experience at policy and operational levels; a senior administrator acts as mentor. 38 Fellows have become presidents; others include vice presidents, provosts, academic deans. Race, sex, type of institution represented by candidates for AAIP, or other such factors have no bearing on possibility of selection.

1. WASHINGTON INTERNSHIPS IN EDUCATION

2. Institute for Educational Leadership of The George Washington University

3. A new program for 1975-76 is in the planning stage; dates not yet fixed.

4. Will depend on new program design.

5.
&
6.

7. Information on the new WIE program will be available early in 1975. Inquiries should be addressed to Director, Washington Internships in Education, Suite 310, 1001 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 223-3415.

8. WIE gives participants an opportunity to learn about the education policy-making process at the Federal and State levels and to become familiar in some depth with the major educational issues being dealt with at these levels. The intern is assigned to a public or private agency and participates regularly with fellow interns in an educational component consisting of seminars and field trips. 1974-75 interns will be working in Washington, D.C., and in the State capitals of Illinois and Massachusetts.

1. INSTITUTE FOR ACADEMIC DEANS

2. American Council on Education's Institute for College and University Administrators, Office of Leadership Development in Higher Education

3. Two Sessions: March 9-14, 1975, Orlando, Florida; Nov. 16-21, 1975, St. Louis, Missouri.

4. March session limited to 35 participants, November session to 40, recently appointed to such positions as Academic Dean, Provost, Academic Vice President Dean of the College, Dean of Faculty, or Dean of Instruction.

5. $500 covers program fee, all conference materials, several group meals, coffees, and social hours (limited financial aid available).

6. March: Carlton House Resort Inn, Orlando, Florida; Single $24-$30; Double $14-$17.50 per person--E.P. November: Fordyce House, Saint Louis University, Missouri: Singles only $33--A.P.

7. Applications available from Dr. Charles F. Fisher, Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4780. Application deadlines: Orlando: January 6; St. Louis: September 8.

8. Program offers prominent speakers, seminars, panels, small-group discussions, and authentic case studies, exploring problems, issues and opportunities of administrative decision making and academic leadership. Topics include: dean's role in planning and policy making; academic goals, organization, and governance; curriculum innovation and planned change; student life styles and changing goals; faculty policies, development, and evaluation; nonretention, tenure, and collective bargaining; affirmative action; legal concerns and issues; program planning and budgeting; public relations; developing departmental leadership; skills and strategies of the deanship; and the changing postsecondary education scene.

1. INSTITUTE FOR CHIEF BUSINESS OFFICERS (a coordinate program with the Academic Deans' Institute)

2. American Council on Education's Institute for College and University Administrators, Office of Leadership Development (in cooperation with the National Association of College and University Business Officers)

3. March 9-14, 1975, Orlando, Florida.

4. Participation limited to 35 people recently appointed to such positions as Business Officer, Financial Vice President, Treasurer, Comptroller, and others with broad fiscal responsibilities.

5. $500 covers program fee, all conference materials, group meals, coffees, and social hours (limited financial aid available).

6. Carlton House Resort Inn, Orlando, Florida: Single $24 and $30; Double $14 and $17.50 per person--E.P.

7. Applications available from Dr. Charles F. Fisher, Director, Institute for College and University Administrators, American Council on Education, Washington, D.C. 20036. Phone (202) 833-4780. Application deadline: January 6, 1975.

8. Program offers prominent speakers, seminars, panels, the analysis of authentic case studies, and small-group discussions, giving an overview of the problems and opportunities of academic decision making and administrative leadership. Topics include: business officer's role in planning and policy making; academic goals, organization, decision making, and governance; curriculum innovation and planned change; student concerns, changing life styles and goals; personnel development and evaluation; nonretention, tenure, and collective bargaining; affirmative action programs and strategies; legal concerns and issues; planning and budgeting academic programs; financing higher education; staff, board and public relations; skills, styles and strategies of academic management; and the changing postsecondary education scene.

1. INSTITUTE FOR CHIEF STUDENT PERSONNEL ADMINISTRATORS

2. American Council on Education's Institute for College and University Administrators, Office of Leadership Development in Higher Education. (Conducted in cooperation with the National Association of Student Personnel Administrators)

3. August 10-15, 1975, Colorado Springs, Colorado.

4. Participation limited to 40 recently-appointed student personnel officers--Vice-President, Provost, Dean, and others with broad student personnel responsibilities.

5. $500 covers program fee, all conference materials, group meals, coffees and social hours (limited financial aid available).

6. The Antlers Plaza Hotel, Colorado Springs, Colorado: Single $24; Double $15 per person--European Plan.

7. Applications available from Dr. Charles F. Fisher, Director, Institute for College and University Administrators, American Council on Education, Washington, D.C. 20036. Phone (202) 833-4780. Application deadline: April 15, 1975.

8. Program offers prominent speakers, seminars, panels, the analysis of authentic case studies, and small-group discussions, giving an overview of the problems, issues, and opportunities of administrative decision making and academic leadership. Topics include: the changing student personnel officer's role; planning and policy making; academic goals, organization, governance, and decision making; student concerns, changing life styles and goals; consumerism in higher education; curriculum innovation and planned change; personnel development and evaluation; affirmative action; admissions and student aid; planning and budgeting; student services; legal issues, including student rights and responsibilities; skills, styles and strategies of academic management; and the changing postsecondary education scene.

1. THE 1975 PRESIDENTS' INSTITUTE

2. American Council on Education's Institute for College and University Administrators, Office of Leadership Development in Higher Education

3. June 22-28, 1975, San Francisco, California.

4. Participation limited to 40 Presidents and Chancellors (plus their spouses) recently appointed to their positions.

5. $800 covers program fee (including program for spouses), all conference materials, group meals, coffees, and social hours (limited financial aid available).

6. The St. Francis Hotel, San Francisco, California: Single $28 and $37; Double $19 and $24 per person--European Plan.

7. Applications available from Dr. Charles F. Fisher, Director, Institute for College and University ministrators, American Council on Educatior., One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4780. Application deadline: April 1, 1975.

8. Program offers prominent speakers, seminars, panels, the analysis of authentic case studies, and small-group discussions, exploring problems, issues and opportunities of administrative decision making and academic leadership. Topics include: academic goals; organization, decision making, and governance; autonomy vs. accountability; curriculum innovation and planned change; student life styles and changing goals; staff policies, development and evaluation; nonretention, tenure and collective bargaining; affirmative action programs and strategies; legal concerns; program planning and budgeting; development and financing; trustee relations; skills, styles, and strategies of presidential leadership; and the changing postsecondary education scene. Presidents' spouses will participate both in joint sessions and in separate seminars dealing with their own roles... on campus, in the community, and/or in a career.

1. INSTITUTE FOR EDUCATIONAL MANAGEMENT - 1975
(5th ANNUAL PROGRAM)

2. Institute for Educational Management and
Harvard University

3. June 15 through July 25, 1975 (six weeks), Harvard Business School, Boston, Massachusetts.

4. Program participants represent the functional areas of academic administration, business management, student affairs, and financial development.

5. Charge to participants, usually paid by sponsoring institution, is $2000. Limited scholarship assistance to institutions is available.

6. Room and board charge is included in above fee. All participants must live on campus.

7. Apply on IEM Application form due March 15, 1975 to: Institute for Educational Management, Longfellow Hall, Appian Way, Harvard University, Cambridge, Massachusetts 02138. Phone (617) 547-1472.

8. Program will accommodate 130 participants in two sections, for college and university administrators at the management level. A number of presidents, association representatives, and foreign participants are included. Broadly based management program largely conducted by case method with faculty from the Harvard Graduate Schools of Business Administration and Education; supplemented by computer time, negotiation sessions, speakers, etc. Major subject areas: governance, labor relations; personnel administration; governmental relations; marketing; law; fund raising; management information systems; control, budgeting finance; organizational behavior; institutional planning; faculty staffing and development.

1. INSTITUTE FOR ADMINISTRATIVE ADVANCEMENT

2. Co-sponsored by the Department of Educational Administration and the Graduate School of Business, University of Wisconsin

3. University of Wisconsin, May 19 through June 27, 1975.

4. Admission limited to 35 students. Candidates should be faculty members with tenure ladder positions. Preference given to those with Ph.D. or professional degrees. Candidates must be nominated by their institutions. Nominations are typically submitted by an administrative superior and must be countersigned by an executive officer.

5. Tuition is $400.

6. Lowell Hall, University of Wisconsin-Madison: Single $706.25; Double $556.25 per person.

7. Applications due by February 1, 1975. Contact Virginia Davis Nordin, Director, Institute for Administrative Advancement, University of Wisconsin-Madison, 1025 West Johnson Street, Madison, Wisconsin 53706.

8. This program is primarily designed to prepare academicians for entry into university administration. The Institute's basic unit of instruction is the mini-course. Courses are combined with group and individual problem solving and frequent informal meetings with national academic leaders. Together, these instructional methods provide a distillation of knowledge and experience in the subject areas. Before or upon arrival, participants receive an anthology of recent articles pertaining to higher education as well as an extensive bibliography. Most courses will use substantial reading materials, particularly those on budget analysis, use of the computer, collective bargaining and legal problems.

1. SEMINAR IN HIGHER EDUCATION I
(2 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale,
Department of Higher Education

3. Summer, 1975 - Carbondale, Illinois. See schedule
below.

4. Illinois Resident - $90 (5 credit hours maximum);
& Out-of-state - $270 (5 credit hours maximum).
5.

6. University Housing - $3.50 per night.

7. Apply by June 2, 1975, (or by first day of workshop)
to Chairman John E. King, Department of Higher
Education, Southern Illinois University at Carbon-
dale, Carbondale, Illinois 62901.

8. Seminar I in Higher Education (A series of 2 credit-
hour seminars on various topics)

June 2-13	Adult & Continuing Education
June 16- June 27	Student Personnel Group Work; Student Financial Assistance; Supervisory Management in Higher Education;
June 16- July 10	Academic & Faculty Administration
June 30- July 10	Academic Advisement
July 11- August 7	Law and Higher Education; Adult & Continuing Education; The Private College

Note: Several full summer courses available.
Inquire at Department of Higher Education.

1. SEMINAR IN HIGHER EDUCATION II
(2 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale,
Department of Higher Education

3. Summer, 1975 - Carbondale, Illinois.
See schedule below.

4. Illinois Resident - $90 (5 credit hours maximum);
& Out-of-state - $270 (5 credit hours maximum).
5.

6. University Housing - $3.50 per night.

7. Apply by June 2, 1975, (or first day of workshop) to Chairman John E. King, Department of Higher Education, Southern Illinois University at Carbondale, Carbondale, Illinois 62901.

8. Seminar II in Higher Education (A series of 2 credit-hour seminars on various topics)

June 2-13	Business & Fiscal Administration
June 16- July 10	Junior College Adminstration; Federal Government & Higher Education; Problems in Central Administration; Collective Bargaining
July 11- August 7	Current Issues in Higher Education

Note: Several full summer courses available.
Inquire at Department of Higher Education.

1. COLLEGE ADMINISTRATOR DEVELOPMENT PROGRAM

2. Institute of Higher Education, University of Georgia

3. Periodic seminars between July 1974 and June 1975.

4. For all levels of recently appointed administrators in Southeastern colleges.

5. $500 covers program costs.

6. Room and board at the Georgia Center for Continuing Education and required travel extra.

7. Write to Dr. Bill D. Feltner, Institute of Higher Education, University of Georgia, Athens, Georgia 30601. Phone (404) 542-3464.

8. Program consists of a series of seminars focused on administrative concepts and practices; visitation with experienced administrators in similar positions; consultation with participants on campus. Participants should not have been in present position more than two years. Major emphasis of program placed on professional career development.

1. PROBLEMS FACING TODAY'S RURAL COMMUNITY COLLEGE (A WORKSHOP FOR RURAL COMMUNITY COLLEGE LEADERSHIP)

2. FSU/UF (Florida State University/University of Florida) Southeastern Community College Leadership Program

3. March 12-14, 1975, Tallahassee, Florida.

4. Administrative and supervisory personnel in community/junior colleges, public and private.

5. $100 fee covers registration, workshop fees, and banquet.

6. Ramada Inn, Tallahassee, Florida. Rates: Single $15; Double $22.

7. Application by February 1, 1975, to Dr. Louis W. Bender, Florida State University, College of Education, Center for State and Regional Leadership, 118 North Woodward, Tallahassee, Florida 32306. Phone (904) 644-1543.

8. A working format whereby participants are able to identify specific institutional problems and receive assistance in examining alternative strategies or solutions. Expert consultant resources will include rural community college practitioners who have developed exemplary programs in such areas as Maximizing Staffing; Assessing Community Needs; Utilizing Human Resources Within the Rural Area; Innovative Approaches to Occupational Programs; and Utilization of Volunteerism for Extending Budgetary Resources.

1. REGIONAL SEMINAR SERIES ON "CRITICAL ISSUES IN HIGHER EDUCATION AND THEIR IMPACT ON COLLEGE AND UNIVERSITY ADMINISTRATORS"

2. American Association of University Administrators

3. Invitational Conference--Summer, 1975;
Regional Seminars--Academic Year, 1975-76.

4. Administrators of post-secondary educational institutions.

5. To be determined.
&
6.

7. For further information, contact James H. Ryan, Chairman of Professional Development Committee, c/o Division of Continuing Education, Indiana University at South Bend, 1825 Northside Boulevard, South Bend, Indiana. Phone (219) 237-4263.

8. The national conference, scheduled to be held on the campus of a major university during the summer of 1975, with regional seminars to be conducted during the following fall and spring of 1975 and 1976, will utilize recognized authorities in higher education. These educational leaders will present position papers on the critical issues before the higher educational community and will stress the issues' implications for administrative decision-making. Briefly, the issues include Financing, Resource Development, and Control of the Budget; Coordination within Higher Education; Innovative Approaches to Academic Degree Structures; Institutional Purpose; and Technology: Its Present and Future in Higher Education. These leaders will then lead five task forces composed of conference participants in an investigation and recommendatory phase that will emphasize management strategies designed to cope with the issues reviewed.

Recommendations derived from the national conference will be used as the basis of program content in each of the regional seminars.

1. TRAINING EDUCATORS IN COOPERATIVE EDUCATION

2. Center for Cooperative Education--Northeastern University

3. January 20-23, 1975, Boston, Massachusetts; February 3-6, 1975, March 17-20, 1975, March 31 through April 3, 1975, Weston, Massachusetts; May 5-8, location to be announced.

4. Post-secondary administrators, faculty and employers operating or planning to operate cooperative education programs.

5. Total cost is $135. Thirty-five dollars is for the conference material and one meal. The $100, when requested, is for room and board.

6. Boston, Massachusetts: Midtown Motor Inn;
Weston, Massachusetts: Henderson House (Northeastern University).

7. Contact Barbara J. Reid, Training Assistant, Center for Cooperative Education, Northeastern University, Boston, Massachusetts 02115. Phone (617) 437-3773. Application date is upon announcement of each program and until one week before the start of each workshop, or until each program is filled.

8. The following topics will be covered:
--Cost Analyses of Cooperative Education Programs
--Cooperative Education and Behavorial Change
--Preparing Students for Off-Campus Work Experience
--Structuring Employment Programs for Cooperative Students
--Contract Learning and Academic Credit for Non-traditional Education
--Cooperative Education and Affirmative Action Programs

Above topics led by Paul E. Dubé and James Wilson.

1. PRE-CONFERENCE WORKSHOP - "ADVANCED ADMINISTRATIVE TRAINING"

2. National Association for Women Deans, Administrators, and Counselors

3. April 2, 1975, Philadelphia, Pennsylvania.

4. Open--Advanced registration required.

5. $25--registration and materials.

6. Bellevue-Stratford Hotel, Philadelphia, Pennsylvania.

7. Deadline: March 14, 1975. Contact Joan McCall, 1028 Connecticut Avenue, N.W., Suite 922, Washington, D.C. 20036.

8. This workshop is intended for the person who has basic administrative skills but wants to expand or improve such skills. Such items as the following will be included: planning, more sophisticated management skills, decision-making and policy-making processes within the institution.

1. COLLEGE BUSINESS MANAGEMENT INSTITUTE

2. The University of Kentucky Office of Business Affairs, the College of Business and Economics, and the Southern Association of College and University Business Officers

3. July 27 through August 1, 1975, at the University of Kentucky, Lexington, Kentucky.

4. All business office personnel and other interested persons.

5. $110 covers program costs plus opening smorgasborg and final banquet. Limited scholarships available.

6. Double rooms in the Housing Complex $5 per person per night. Single rooms on request $7 per night. Individuals who wish to live in local motels should make arrangements and reservations early.

7. Apply to A. Paul Nestor, Coordinator, College Business Management Institute, Administration Building, University of Kentucky, Lexington, Kentucky 40506. Phone (606) 258-8301.

8. The Institute is composed of three sessions of study to be taken in consecutive order, one week each summer. Each week of study is devoted to 27 hours of lectures, seminars, discussions and conferences. Those attending for the first time take Group I sessions--Basic Lectures, Dining and Housing Operations, Fundamentals of Fund Accounting, Personnel Administration, Physical Plant Operations, Purchasing Policies and Procedures. Sessions in Groups II and III include Role of Chief Business Officer and Organizational Structure, Financial Affairs and Treasury, Personnel Administration and Staff Relations, Auxiliary and Business Services, Data Processing, Physical Plant, Public Safety, Auditing, Planning and others.

1. ANNUAL WORKSHOP FOR NEW FINANCIAL AIDS OFFICERS

2. Midwest Association of Student Financial Aid Administrators

3. June 22-27, 1975, Grand Valley State Colleges, Allendale, Michigan.

4. This workshop is designed for financial aids officers just entering the field.

5. Fees are not yet determined. Approximately $175 will cover all expenses, including room and board.

6. University Residence Hall.

7. To apply contact Mr. James Moored, Assistant Director, Student Financial Aids, Grand Valley State Colleges, Allendale, Michigan 49401. Phone (616) 895-6611.

8. The curriculum will cover a broad range of topics dealing with the administration of financial aids programs and counseling with students regarding financial aids. Lectures, seminars and informal discussions will be led by experienced aid officers, representatives of federal agencies, and staff of A.C.T. and C.S.S.

1. SEMINAR FOR MUSIC ADMINISTRATORS

2. Westminster Choir College

3. July 28 through August 1, 1975, Westminster Choir College Campus, Princeton, New Jersey.

4. Persons involved in music administration.

5. $150 -- tuition.

6. $60 -- room and board.

7. For more information contact Dr. Ray Robinson, President, Westminster Choir College, Princeton, New Jersey 08540. Phone (609) 924-7414.

8. A seminar for those involved in the administration of music programs, including the art of administration, management skills, curriculum building, fund-raising, long-range planning, the creation of an exciting musical and educational atmosphere, and a survey of necessary personal skills for administrators. Mini-interest group seminars for those in university, liberal arts college, community college and public school positions.

1. 1975 ENGINEERING AND MANAGEMENT COURSE

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. September 22-27, 1975, University of California, Los Angeles.

4. There are no formal educational requirements for participation in the course. A desire to contribute to and benefit from a full interchange of knowledge, ideas, and experience is considered to be more important than formal training.

5. $500 includes all textbooks and classroom materials, six luncheons, one dinner, parking.

6. Housing is available within reasonable distance of the University. Prices vary from $10 to $20 per day for single occupancy. Apartments with kitchenettes are also obtainable.

7. Enrollment in the course and in each class is strictly limited. Priority of space in the course is determined by order of receipt of course fee. For additional information write to Dr. Tom R. Mincer, Engineering and Management Course, Room 6266, Boelter Hall, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3858 or 825-4562.

8. An intensified six-day program designed to contribute to the professional development of engineering and management personnel. The program provides a full-time schedule of instruction and study in a university environment. Emphasis is given to the improvement of human relationships. Each individual attending the course will be able to tailor a program to his own needs. He can personally select classes which will assist him in either improving his current job performance or in preparing himself for greater responsibilities. Each participant chooses one class in each of four daily instructional periods. Twenty-seven subjects of instruction are offered.

1. LEADERSHIP DEVELOPMENT CONSULTATION SERVICE

2. American Council on Education, Office of Leadership Development in Higher Education.

3. Not Applicable.

4. Any college, university, consortium, educational association or organization. and state system of higher education.

5. Nominal direct-cost fees may be applicable depending upon the extent of assistance rendered by the Consultation Service.

6. Not Applicable.

7. For more information, write or call Dr. Thomas M. Stauffer, Director, Academic Administration Internship Program, or Dr. Charles F. Fisher, Director, Institute for College and University Administrators, American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4762.

8. Based on the successful experience of the AAIP and the ICUA, ACE is now prepared to assist the expansion of training opportunities for many more people than these two programs can directly accommodate. The Leadership Development Consultation Service will:
   --Provide advice, operational information, and learning materials for establishing internship programs;
   --Consult on the inauguration of other leadership development opportunities, such as reading programs, short courses, seminars, workshops, and institutes;
   --Serve as an information clearinghouse for programs and resource people serving department chairpersons and mid-level and top-level administrators;
   --Coordinate and publicize preservice and inservice training opportunities nationwide;
   --Arrange requisite contacts and exchanges for participants in various training programs.

ORGANIZATION AND PERSONNEL MANAGEMENT

1. BASICS OF PERSONNEL ADMINISTRATION

2. College and University Personnel Association

3. January 27-29, 1975, San Francisco, California.

4. Anyone.

5. $125 for 1st registrant; $100 for 2nd registrant same school; $80 each additional registrant same school. Late registration add $10 per person. Fee includes two luncheons.

6. Miyako Hotel, 1625 Post Street, San Francisco, California 94115: Single $23; Double $31.

7. Contact: R. Frank Mensel, College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. 20036.

8. This program has added more sensitivity and faculty for the community college constituency. Ideal baptism for newer staff and excellent refresher for veterans wanting new perspective on the fundamentals.

1. NATIONAL SEMINAR: NATIONAL GOALS AND HUMAN RESOURCES

2. College and University Personnel Association

3. February 12-14, 1975, Washington, D.C.

4. Anyone.

5. Registration fee includes major luncheon program. First registrant $60; each additional registrant $50. Add $10 for each registrant if registration mailed after February 1, 1975.

6. The Statler Hilton Hotel, 16th and K Streets N.W., Washington, D.C. 20036: Single $22; Double $32.

7. Contact: R. Frank Mensel, College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. 20036.

8. CUPA's National Seminar offers an opportunity for those men and women directing federal programs to meet our campus management. You, in turn, rap with top federal and congressional staff.

1. MODERN MANAGEMENT AND SUPERVISION: PART I

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 3-7, March 3-7, April 7-11, May 5-9, June 2-6, September 8-12, November 3-7, December 1-5, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $185 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. An intensive, 40 hour workshop designed to provide a practical and theoretical foundation for success in supervision and management for present and future leaders in the public service. Through the use of expert instructors, group processes and discussions, plays and simulations, programmed materials, case studies, lectures and films, the trainee upon completion of this course will be able to: systematically identify problem areas in behavioral terms; analyze and devise solutions to common supervisory problems; stimulate purposeful group interaction; offer and cope with unpleasant feedback avoiding defensiveness and evasion; recognize personal responsibility in intergroup conflict and employ specific methods to correct it; establish a foundation for continued self development in the management sciences.

1. MODERN MANAGEMENT AND SUPERVISION: PART II

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. January 20-24, March 17-21, May 19-23, September 22-26, November 17-21, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $185 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. The challenge of the 70's demands a new kind of leader--vital, progressive, professional and versatile in dealing with the changing work force of a multidimensional world. Tomorrow's supervisor cannot be satisfied with yesterday's style of leadership. And today a program is needed--a program designed to equip the supervisor with the training essential to meet the standards of his new position. Through the use of expert instructors, groups processes and discussion, role playing and simulations, precourse work, case studies, lecturettes and audio-visual presentations, the manager or supervisor, upon completion of this course, will be able to: better identify his own and other management style and leadership impact; define a management problem situation and list alternatives for effective action; apply the steps and processes (delegation, performance standards, planning, interpersonal interaction, etc.) necessary to accomplish organizational expectations.

1. ORGANIZATIONAL DEVELOPMENT, SUPERVISION, AND MOTIVATION

2. College and University Personnel Association

3. January 6-7, 1975, Washington, D.C.
April 24-25, 1975, San Diego, California.

4. Anyone.

5. $100 1st registrant; $80 for 2nd registrant; $60 for all others same school. Late fee $10 if received later than 10 days before program.

6. Washington, D.C., L'Enfant Plaza Hotel, 480 L'Enfant Plaza East, S.W.: Single $20; Double $26.
San Diego, California, Sheraton Inn-Harbor Island, 1590 Harbor Island Drive: Single $20; Double $25.

7. Contact R. Frank Mensel, College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. 20036.

8. Top federal specialists combined with organizational and behavioral scientists offer answers toward sound management and full human resource utilization in this period of tightened fiscal resources.

1. PROGRAM FOR SPECIALISTS IN ORGANIZATION DEVELOPMENT (PSOD)

2. NTL Institute

3. January 13-31, 1975, Naples, Florida; June 9-July 11, 1975, Bethel, Maine; July 14-August 15, 1975 Bethel, Maine; July 14-August 15, 1975, Santa Cruz, California; October 6-24, 1975, Chicago area.

4. For organization change specialists who want to learn concepts and develop skills in the applied behavioral sciences. Pre-requisite: Participation in basic and intermediate NTL Workshops, or equivalent. Role Requirement: Position in organization to utilize PSOD training.

5. & 6. $100 - registration, $350 - per program week, plus room and meals.

7. Apply to Dr. John D. Adams, Co-Director, Center for Professional Development, NTL Institute, P.O. Box 9155, Rosslyn, Virginia 22209; or to Dr. Lawrence C. Porter, Program Manager, NTL Institute, P.O. Box 9155, Rosslyn, Virginia 22209. Phone (703) 527-1500.

8. PSOD is a 5-week program, using both conceptual and experiential techniques.

1. MANAGEMENT BY OBJECTIVES

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. March 17-19, June 9-11, December 8-10, 1975, Washington, D.C.

4. No specific eligibility requirements.

5. $185 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. This three-day workshop is designed to help managers achieve the skills necessary in developing results-oriented management. Content areas that will be covered are: Establishing trust and an open climate; Giving and receiving feedback; Developing work plans and setting objectives; Developing interpersonal skills involved in setting objectives and their review. Extensive use will be made of participative training methods, including case study, role playing, and small group discussions.

1. MANAGEMENT DEVELOPMENT PROGRAM

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. January 9-10, February 9-14, March 20-21, May 8-9, September 4-5, September 14-19, October 5-10, October 23-24, November 6-7, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $485 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. This 3 phase, 10 day program is designed especially for the officials who are in executive positions or for those who anticipate assignments involving management responsibility. The program will be especially profitable to executives who have had little formal training in current management concepts and practices. Participants are involved in helping to plan and develop their own workshop program within the framework of established objectives. The emphasis of the program usually includes: employee and organizational development, the establishment and use of performance objectives, group dynamics and interpersonal relations, human relations, motivation, communication, delegation, organization, supervision, managerial styles, planning, controlling, coaching, decision-making, role-playing, effective use of time and committees, and case study and analysis. Opportunity is provided for small group exchanges of experience and problem solving discussion.

1. LEADERSHIP INSTITUTES

2. National Leadership Methods, Inc.

3. Year-round. Offered on regional basis in cooperation with colleges and universities.

4. The program is designed to provide managerial and/or leadership skills for outstanding student leaders and faculty and administrative staff who are responsible for leadership development on campus.

5. $20 for weekend program (includes all training and materials, but no room and board); $15 for one day program.

6. Normally available in vicinity of lab.

7. Contact National Leadership Methods, 500 West 13th Street, Austin, Texas 78701. Phone (512) 477-9487.

8. The program is based upon a structured task-oriented organizational development format as opposed to sensitivity training sessions. The program is normally offered to 100-150 outstanding student leaders and administrators within a three to four state geographic area. Institutes are scheduled year-round in various geographic locations. Skills for decision making, communication, proper conduct of meetings and other general leadership development are offered in a unique laboratory format. No speeches or panel discussions.

1. NORMATIVE SYSTEMS LEADERSHIP SEMINAR IN HIGHER EDUCATION

2. HRI Human Resources Institute

3. Monday through Friday, June 23-27, 1975, Morristown, New Jersey.

4. Individuals active in the field of higher education.

5. $525, instructional costs.

6. Accomodations are $40 per day per participant.

7. Apply prior to April 15, 1975, to HRI Human Resources Institute, Tempe Wick Road, Morristown, New Jersey 07960. Phone (201) 267-1496.

8. The program introduces key college and university leaders to the Normative Systems approach to management and organizational development. This approach, which has been used widely both in the United States and Europe, stresses the identification, development, and maintenance of learning environments designed to achieve educational and organizational effectiveness. Registration is limited to 30 participants, and teams from particular institutions will be given priority.

1. IMPROVING MANAGEMENT TECHNIQUES

2. National Graduate University

3. February 3-7, 1975, New Orleans, Louisiana.

4. This intensive course is designed to enable busy administrators to acquire additional skills and a fresh outlook for carrying on their work.

5. Tuition and fees are $320 which include The Successful Supervisor and other references, coffee and social hour.

6. New Orleans, Louisiana: Bourbon Orleans Hotel.

7. Apply to Miss Meg Riley, Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

8. The faculty of the Management College of National Graduate University brings to bear in a condensed fashion the techniques and knowledge of sound management. Facets deemed to be of most immediate use to practitioners are presented in such a manner that participants will find themselves discussing and debating their customary ways of handling issues within the framework of information which may be new to them or approached in a different manner. It is expected that they will return to their responsibilities with new outlooks, new skills, new tools, new ways to keep abreast of change and new friends to help and stimulate them as they advance. Some of the topics of discussion are delineation and use of community power networks, affirmative action, union contracts, and productivity. The teacher-leaders of this course have been involved in a wide variety of management-centered responsibilities. Their approach aids practitioners in realizing new ways of handling both routine and occasional problems. The course director is Dr. William R. VanDersal, Dean, Management College of National Graduate University, author of The Successful Supervisor in Government and Business and The Manager in Government and Business.

1. THEORY Z - TOUGH POSITIVE MANAGEMENT

2. The Institute for Advanced Technology

3. January 13-15, 1975, Washington, D.C.

4. This seminar is intended for those people who truly want to achieve management excellence, people who want insight into how the top people reached the top, people who want results and want them now.

5. $395 fee includes course materials and luncheons.

6. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corp., the seminar and dates attending.

7. Registrations should be made two weeks prior to the seminar. Contact The Institute for Advanced Technology, 6003 Executive Boulevard, Rockville, Maryland 20852. Phone (301) 770-8576.

8. This seminar explores the enlightened management technique of Theory Z. Theory Z unites older techniques--Theories X and Y, Job Enrichment, MBO, PERT/CPM, Positive Reinforcement, Communication and Persuasion, etc.--into a new management approach. The other techniques are frequently very useful, but what happens when immediate action is needed and the big problem comes up? These are the situations that count, the ones that separate successful men from the also-rans. These are the situations for Theory Z.

1. MANAGERIAL GRID SEMINAR

2. Scientific Methods, Inc.

3. 1975: January 12-17, Atlanta, Georgia; January 12-17, Overland Park, Kansas; January 19-24, Houston, Texas; February 16-21, Glens Falls, New York; February 23-28, San Diego, California; March 2-7, Scarborough, Ontario; March 9-14, Pittsburgh, Pennsylvania; April 6-11, Waukegan, Illinois; April 13-18, Glens Falls, New York; May 4-9, Waukegan, Illinois; May 18-23, San Francisco, California; June 8-13, Scarborough, Ontario; July 13-18, Williamsburg, Virginia; July 27-August 1, San Francisco, California; August 17-22, Minneapolis, Minnesota; September 7-12, Atlanta, Georgia; September 14-19, Glens Falls, New York; September 21-26, Dallas, Texas; October 5-10, Honolulu, Hawaii; October 5-10, Minneapolis, Minnesota; October 12-17, St. Louis, Missouri; November 2-7, Glens Falls, New York; November 30-December 5, Williamsburg, Virginia; December 7-12, Waukegan, Illinois.

4. These seminars are for line and staff executives representing higher and middle levels of management.

5. $500 covers Seminar tuition and materials.

6. Travel and living expenses extra.

7. For information or to register, contact Scientific Methods, Inc., Box 195, Austin, Texas 78767. Phone (512) 477-5781.

8. Participants attend from a wide range of businesses; federal, state, and local governments; service organizations. Grid Seminars help managers learn theories, develop competence in identifying sound solutions for production/people problems, acquire leadership proficiency. Seminar learning objectives: understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, analyzing the culture of one's team and organization.

1. EXECUTIVE GRID SEMINAR

2. Scientific Methods, Inc.

3. February 2-7, 1975, Williamsburg, Virginia;
May 18-23, 1975, Glens Falls, New York;
October 5-10, 1975, Williamsburg, Virginia;
November 16-21, 1975, Carefree, Arizona.

4. Executive Grid Seminars are for line and staff executives representing higher levels of management. Participants attend from a wide range of businesses, from federal, state, and local governments and from service organizations.

5. $750 covers Seminar tuition and materials.

6. Travel and living expenses extra.

7. For information or registration, contact Scientific Methods, Inc., Box 195, Austin, Texas 78767. Phone (512) 477-5781.

8. Grid Seminars help managers to learn theories, to develop competence in identifying sound solutions for production/people problems, and to acquire leadership proficiency. Seminar learning objectives include understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, and analyzing the culture of one's team and organization.

1. MODELS FOR MANAGEMENT

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 24-28, October 6-10, 1975, Washington, D.C.; January 12-15, October 14-17, 1975, Denver, Colorado; October 19-22, 1975, San Francisco, California; April 13-16, November 2-5, 1975, Virginia Beach, Virginia. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $265 includes tuition, books, and all class materials including precourse assignments.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045.

8. This seminar is a new and integrative overview of behavioral science concepts and principles specially designed for managers. Special "linkages" with the real world have been built into the design to make a difference in the executive's function. Through a process of instrumentation and feedback, the manager will be able to cite attitudes and predictions regarding managerial effectiveness related to personal and organizational needs. These will then be investigated and compared to behavioral science values and predictions within a research-learning format to confirm or reject "personal" theories, evaluate the individual learner's practices and assess their effects on others. In short, this four-day program provides an integration and synthesis of management theories, and a self-knowledge of the executive's own styles of management and effectiveness in relating to others.

1. LINKING ELEMENTS - THE SKILLS FOR EFFECTIVE MANAGEMENT OF HUMAN RESOURCES

2. Didactic Systems, Inc.

3. In-house, as requested.

4. All persons in supervisory or management positions who direct activities of at least 4 other people.

5. $4,000 plus expenses for 1 program leader; fee includes all program materials for up to 30 participants.

6. In-house.

7. For information contact Erwin Rausch, Didactic Systems, Inc., Box 457, Cranford, New Jersey 07016. Phone (201) 789-2194.

8. A two-day workshop, adapted to the specific needs of the college or university. It is designed to help managers improve their ability to better align the goals of their organizational units, and the needs and aspirations of the people who report to them. The Linking Elements Concept:
--sets essential management functions in clearer perspective
--is quite simple and easy to understand, yet rests on sound theoretical foundation
--is a practical concept which can be applied at any organizational level
--highlights how to strengthen morale as well as discipline, how to create a better climate for the desire to achieve
--leads the way to real job enrichment.

1. BUILDING LINKAGES AND JOINT PROGRAMS WITH THE NON-COLLEGIATE SECTOR: EMPLOYER--AND UNION-BASED PROGRAMS, PROPRIETARY SCHOOLS, OTHER PROVIDERS OF INSTRUCTION

2. University Consultants, Inc.

3. Late spring, summer and early fall; two-day workshop; Boston, Massachusetts.

4. No specific eligibility requirements other than interest in the subject of the seminar.

5. Approximately $230 includes all materials associated with the seminar and two luncheons.

6. At participants discretion.

7. For more information contact George J. Nolfi, Ph.D., President, University Consultants, Inc., 45 Hancock Street, Cambridge, Massachusetts 02139. Phone (617) 491-5828.

8. The program will be rigorous, and will involve speaker presentation, background papers, case study discussions, and a participatory exercise in which workshop participants will collectively resolve a specific problem exercise.

1. MANAGERIAL COMMUNICATIONS

2. The Institute for Advanced Technology

3. January 29-31, 1975, New York, New York;
February 5-7, 1975, San Francisco, California;
March 5-7, 1975, Washington, D.C.;
April 23-25, 19[illegible] New York, New York;
May 21-23, 197[illegible] San Francisco, California;
June 4-6, 1975, Washington, D.C.

4. This seminar-workshop is intended for those people who truly want to become better in establishing personal relationships through the use of more effective communicating procedures; people who want to know what must be done to successfully get through to people. Participants can be from any walk of life--managers, executives, educators, health-care professionals.

5. $395 fee includes course materials and luncheons.

6. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corp., the seminar & dates attending.

7. Registrations should be made two weeks prior to the seminar. Contact The Institute for Advanced Technology, 6003 Executive Boulevard, Rockville, Maryland 20852. Phone (301) 770-8576.

8. This program thoroughly explores the process of managerial communications and demonstrates how to handle the four most common situations: Writing memos, giving speeches, running meetings and conducting interviews. Attendees will participate in workshop exercises that pinpoint the causes of failure and frustration and offer samples of better methods of presentation.

1. MANAGING MANAGEMENT TIME

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. May 5-6, September 11-12, December 1-2, 1975, Washington, D.C. This program is offered in Washington, D.C.; however the Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $135 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. Managers typically run out of time before they run out of any other resource. This is partly because time cannot be stockpiled and partly because managers control so little of what they do have. Their time is imposed upon by superiors, equals, and subordinates in ways and at times defying all attempts at effective control. Yet if the manager is to succeed, he must control it. This seminar explores in depth the methods that successful managers at all levels use to control time effectively. On completion of this seminar each participant will be better able to: organize his time to meet higher management's requirements, the immediate requirements of the rest of the organization, and his own requirements in becoming a more effecive administrator; understand the uniquely different activities to which the manager should devote his time; help those with whom he works to "gear" time to objectives and priorities of organizational needs.

1. DEFINITION OF THE ROLE OF THE GOVERNING BOARD; MANAGEMENT PROGRAM FOR SENIOR COLLEGE PRESIDENTS; INSTITUTIONAL NEEDS ANALYSIS; MANAGEMENT SEMINARS; TEAM PLANNING PROCESSES; CUSTOMIZED MANAGEMENT TRAINING

2. The Professional Institute of the American Management Associations

3. Scheduled at mutual convenience of client and PI/AMA.

4. Variable, depending upon service rendered and program.

5. Variable, but $50 per day single occupancy per regis-
& trant and $40 per day double occupancy per registrant
6. at AMA Grove, Hamilton, New York.

7. Contact Dr. Patrick J. Montana, President, Professional Institute of the American Management Associations, 135 West 50 Street, New York, New York 10020.

8. The Professional Institute is dedicated to assisting organizations increase their effectiveness through the development of administrators and key staff in the practical application of accepted management disciplines. PI tailors training to meet the unique needs of each individual organization--at all levels of management, from the Governing Board to first level employees. It offers a full line of services, ranging from conceptual analysis to the development of implementation skills in all of the basic functions of management.

1. IMPROVING HUMAN RELATIONSHIPS AT WORK AND IN THE COMMUNITY

2. National Graduate University

3. February 4-6, 1975, New Orleans, Louisiana.

4. For administrators and others who wish to update themselves or to be introduced to recent developments and their applications for the human services but who cannot free themselves for lengthy study.

5. New Orleans, Louisiana: Bourbon Orleans Hotel.

6. Tuition and fees are $195 which include reference materials, reception, and coffee.

7. Apply to Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

8. A central concern of human service practitioners, employers and others is to make sure that employees and other citizens remain effective and productive human beings. This course is designed, therefore, for administrators and others who wish to update themselves or to be introduced to recent developments and their applications for the human services but who cannot free themselves for lengthy study. Along with providing information for basic understanding of behavior, the faculty encourage participants to have an active role in their own learning through small discussion groups, readings and presentation. Each participant is thus aided to become more competent in what he or she is doing and happier in understanding the why as well as the how of human behavior. In accomplishing this, relevant findings are utilized from sociology, psychiatry, social work, anthropology, psychology, management, education and the natural sciences. Between scheduled sessions, faculty are available for individual and small group discussions.

1. EXECUTIVE MANAGEMENT PROGRAM

2. The Pennsylvania State University

3. June 22 through July 18, 1975; and July 25 through August 22, 1975, University Park, Pennsylvania.

4. Age 35 or older, eight years of experience in staff and line assignments and should be serving now in important executive posts with general management responsibilities, with potential for advancement.

5. $1,900 includes tuition, cost of material, room, and board.

6. Beta Theta Pi Fraternity House, The Pennsylvania State University, University Park Campus, Pennsylvania. Cost included in fee.

7. Apply by May 1, 1975 to Dr. Ray Watson, Assistant Dean for Continuing Education, College of Business Administration, 310 Business Administration Building, The Pennsylvania State University, University Park, Pennsylvania 16802. Phone (814) 865-3435.

8. The program is now in its 19th year and is for 40 executives from all fields and professions, 35 years old and over, with eight years of management experience. Emphasis is on practical application of broad management principles to achieving organizational objectives. Major areas include top management and its responsibility; policy formulation and strategic planning; managerial styles and individual values; organization development and innovation; decision-making processes; economic prospects and problems; societal and political forces; management information systems; financial planning and control.

1. ADVANCED EXECUTIVE SEMINAR

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. April 14-18; October 20-24, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $195 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. This seminar is designed to provide managerial (not technical) experience and insight into a systems approach to program/organization coordination. It presents the systems concept as a means for developing a multi-discipline team approach to problem-solving and its application to management information systems for various applications. The manager's role in developing systems and their utility in optimizing the use of allocated resources will be emphasized.

   The trainees will examine their own effectiveness as managers and apply models/theories presented during the week to their individually selected organization concerns. The Management Responsibility Guidance Process will assist in integrating systems and concepts in a practical way for solving management problems.

1. KEY EXECUTIVE CONFERENCE

2. NTL Institute

3. January 12-18, Miami, Florida; July 20-26, Aspen, Colorado; November 16-22, 1975, Miami, Florida.

4. No prerequisite.

5. $600 tuition and registration fee.

6. $300 approximately, includes room and board, double occupancy.

7. Contact Berge D. Reichard for additional information at NTL Institute, 1815 North Fort Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500. Applications will be accepted 14 days prior to program.

8. This program focuses on communications, teamwork, managing conflict as well as on individual growth and management style. The executives involved (presidents, vice presidents, and general managers) share insights into common problems and analysis, the application of new skills and concepts to the growth and health of their organization.

1. PRESIDENT'S PROGRAM

2. NTL Institute

3. January 26-February 1, 1975; April 13-19, 1975; November 9-15, 1975, Palm Beach, Florida.

4. Call for information.
5.
&
6.

7. Contact Berge D. Reichard for additional information at NTL Institute, 1815 North Fort Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500.

8. This program is designed to provide chief executive officers with a personal learning experience that will translate into more productive and satisfying professional performance. As has been the case in the past, a Spouse's Program will accompany the President's Program. Both programs are similar in content and methodology and are conducted with the same level of skilled leadership.

1. MANAGEMENT WORK CONFERENCE IN INTERPERSONAL COMPETENCE

2. NTL Institute

3. January 12-18, 1975, Naples, Florida; March 16-22, 1975, Carmel, California; April 13-19, 1975, Safety Harbor, Florida; May 18-24, 1975, Hershey, Pennsylvania; June 8-14, 1975, Aspen, Colorado; August 17-23, 1975, Oakbrook, Illinois; September 28-October 4, 1975, Hershey, Pennsylvania; November 9-15, 1975, La Jolla, California.

4. This program is an orientation to experience-based learning and does not require any prior laboratory experience or prerequisite.

5. $400 tuition and registration fees.

6. Approximately $200 for room and board at each location, double occupancy.

7. Contact Berge D. Reichard for additional information at NTL Institute, 1815 North Fort Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500.

8. This program is designed to help managers and administrators with the problems that consume such a large portion of their time--the human side of getting the job done. The focus of the Management Work Conference in Interpersonal Competence is to help participants improve the skill and understanding required for working more effectively with others.

1. ADVANCED MANAGERIAL SKILLS PROGRAMS

2. NTL Institute

3. See item #8.

4. Prerequisite: a basic Human Interaction, Management Work Conference or equivalent laboratory experience.

5. From $225 to $1000 tuition and registration fees based on length of activity, payable to NTL Institute.

6. From $100 to $200 for room and meals based on the length of activity for double occupancy.

7. Contact Berge D. Reichard for additional information at NTL Institute, 1815 North Fort Myer Drive, Arlington, Virginia 22209. Phone (703) 527-1500. Applications will be accepted up to 14 days prior to program.

8. The primary intent of these workshops is to assist participants in the development of the managerial and behavioral skills required for competent and effective work performance. Programs available 1975:
Advanced Human Interaction: March 9-15, Pawling, New York; September 28- October 4, Plano, Illinois
Career Development: July 14-19, Bethel, Maine; August 3-8, Santa Cruz, California
Coping with Executive Stress: July 27-August 2, Soquel, Calif.; November 2-8, Hershey, Pennsylvania
Leadership and Supervisory Skills: July 20-23, Bethel, Maine; August 10-13, Santa Cruz, California
Organization Development for Managers: July 23-26, Bethel, Maine; August 13-16, Santa Cruz, California

1. INNOVATIVE MANAGEMENT

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 10-11, October 16-17, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $125 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. A two-day program for men and women who want to make things happen--program managers, engineers, executives, marketing managers and others who share responsibilities for adjusting to change, meeting new needs and capitalizing on opportunities in government and other institutions. This seminar has been presented on numerous occasions at the California Institute of Technology, the University of Michigan, the University of Colorado, and the University of Waterloo, Canada. In addition, the seminar was conducted five times at the Management Center, in Brussels, Belgium. Presentations have been made also for U.S. Government and private corporation "in house" Management Development Programs. It is conducted by Dr. Philip Marvin, Dean of Professional Development, University of Cincinnati.

1. THE ART OF THE INTERVIEW

2. Personnel Research and Development Corporation (PRADCO)

3. February 5-7, 1975, Urban Life Center, Columbia, Maryland; May 21-23, 1975, Drake Hotel, New York, New York; March 12-14, 1975, September 17-19, 1975, Sheraton-Hopkins Hotel, Cleveland, Ohio.

4. No specific eligibility requirements.

5. $325 covers tuition and training materials, as well as lunch and coffee breaks each day.

6. Accommodations if needed will be arranged by PRADCO.

7. For application and other information contact Personnel Research and Development Corporation, 11701 Shaker Boulevard, Cleveland, Ohio 44120. Phone (216) 795-5400.

8. The seminar consists of lectures, demonstrations, exercises, small group discussions and practice sessions. Some of the topics covered will be kinds of interview contacts (including those with minority group applicants), listening skills, developing hypotheses about people, the art of questioning, interpreting biographical information, non-verbal communications, testing assumptions about people, analyzing career patterns, organizing and interpreting interview findings, styles of consulting.

1. AFFIRMATIVE ACTION: PLANNING AND IMPLEMENTATION

2. National Graduate University

3. February 6-7, 1975, New Orleans, Louisiana;
May 8-9, 1975, Cleveland, Ohio;
June 5-6, 1975, Washington, D.C.;
July 24-25, 1975, Denver, Colorado;
August 1-2, 1975, San Francisco, California.
Contact NGU for other dates and locations.

4. Employers, their personnel directors, affirmative action or EEO officers and others concerned with recruitment and training.

5. Tuition and fees are $95 ($80 for registrants in the grants course) which include two books, Judicial Mandates for Affirmative Action and Models for Affirmative Action, relevant laws, federal guidelines and reporting forms and other materials.

6.

New Orleans:	Bourbon Orleans Hotel;
Cleveland:	Holiday Inn;
Washington, D.C.:	Holiday Inn-Bethesda;
Denver:	Writers Manor;
San Francisco:	Town House.

7. Apply to Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

8. Employers, their personnel directors, affirmative action or EEO officers and others concerned with recruitment and training know they must develop a plan for nondiscrimination in hiring and promotion practices under the EEO Act of 1972. Purpose of this day and a half workshop, therefore, is to enable participants to develop procedures for recruitment, selection and increments in conformity to federal regulations. Included in the discussion are case problems in designing an affirmative action plan, establishing goals and timetables, and complying with federal contract requirements as well as assistance on individual problems.

1. MANAGEMENT TECHNIQUES IN COLLECTIVE BARGAINING

2. College and University Personnel Association

3. May 12-14, 1975, New York, New York.

4. Anyone.

5. $125 for 1st Registrant; $100 2nd registrant same school; $80 for each additional registrant same school. Late registration, $10 additional for each registrant.

6. The Statler Hilton Hotel, 401 7th Avenue, New York, New York 10001: Single $22; Double $30.

7. Contact: R. Frank Mensel, College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. 20036.

8. This program can prime campus administrators, deans, and trustees on agent elections and bargaining table. Some of higher education's most experienced negotiators offer fine points in management techniques, coping with petitions and elections, gathering data and building the management case. Whether you have contracts already or foresee organization at all likely, this seminar's mock negotiation sessions will let you sharpen and test your skills.

1. THIRD ANNUAL CONFERENCE - COLLECTIVE BARGAINING IN HIGHER EDUCATION

2. The National Center for The Study of Collective Bargaining in Higher Education--Baruch College-CUNY

3. April 28-29, 1975, New York, New York.

4. Open to anyone interested in the field of collective bargaining in higher education.

5. 1 free registrant for Center Subscribers; $175 for Non-Subscribers. Covers registration, lunch (both days), and materials.

6. Biltmore Hotel, 43rd Street and Madison Avenue, New York, New York. Special Conference rates: Single $30; Double $36.

7. For more information contact Mrs. Evan Mitchell, Assistant to the Director, NCSCBHE - Baruch College, 17 Lexington Avenue, New York, New York 10010. Phone (212) 725-3390.

8. Two-day Conference. Speakers, panels, small group discussions of current issues involving colleges and collective bargaining. Topics usually include Governance, Unit Determinations, Bargaining Scope, Impact of Bargaining on Campus, etc.

1. COLLECTIVE BARGAINING IN HIGHER EDUCATION ANNUAL FALL WORKSHOP

2. The National Center for The Study of Collective Bargaining in Higher Education--Baruch College-CUNY

3. Usually late October in New York City for two days. Specifics later.

4. Open to anyone interested in the field of collective bargaining in higher education.

5. Fee covers negotiation materials and lunch both days. Will be set in spring of 1975, probably at $150 to $175.

6. Special conference rates arranged.

7. For more information contact Mrs. Evan Mitchell, Assistant to the Director, NCSCBHE - Baruch College, 17 Lexington Avenue, New York, New York 10010. Phone (212) 725-3390.

8. Two-day workshop usually concentrating on specific technical aspects of collective bargaining e.g., bargaining techniques, arbitration contract administration, other dispute settlement techniques. Specific program arrangements will be made by Spring, 1975.

1. NEGOTIATION SKILLS

2. NTL Institute

3. January 26-31, 1975, Naples, Florida; June 29-July 4, 1975, Bethel, Maine; July 28-August 2, 1975, Santa Cruz, California.

4. No basic requirements.

5. $400 tuition and registration fees.

6. $180 approximately, includes room and board, double occupancy.

7. Contact Berge D. Reichard for additional information at NTL Institute, 1815 North Fort Myer Drive, Arlington, Virginia 22209. Applications will be accepted up to 14 days prior to program.

8. This program has been designed specifically for professional negotiators and aspirants to this role. Specific issues such as the physical setting, temporal features of negotiation contracts and theories of advocacy are discussed. However, the heaviest emphases of the program are on analyzing the processes of bargaining and conflict resolution. Participants engage in bargaining sessions throughout the program as a means of examining negotiation elements, use of third party observers, specific strategies, and behaviors in conflict situations.

1. SUPERVISING THE DISADVANTAGED PUBLIC EMPLOYEE

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. March 26-27; September 15-16; November 3-4, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $125 includes tuition, books and all class materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. The disadvantaged worker has always experienced great difficulty entering and moving within the world of work. In addition to contending with disadvantages which are responsible for his or her lack of status within the society, the disadvantaged employee must also contend with a new set of experiences and individuals, many of whom do not understand or are not sensitive to the acclimation he or she is undergoing. This program is directed towards those with whom the disadvantaged worker will have contact, directly or indirectly, during such a new vocational experience. In this two day seminar, we first trace the development process of such an individual and pinpoint characteristics which he or she may possess. Secondly, we examine characteristics of a work atmosphere which will be conducive to the disadvantaged worker's successful entry into the work force.

1. EDUCATIONAL BROADCASTING INSTITUTE: HUMAN RELATIONS AND PERSONNEL MANAGEMENT

2. National Association of Educational Broadcasters

3. January 26-28, 1975, Washington, D.C.

4. No specific eligibility requirements.

5. NAEB Individual Members: $175; Non-members: $225. Covers tuition, materials, one dinner, two lunches. Scholarship grants available for women and minority members.

6. To be arranged individually by registrants.

7. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

8. A new course for managers, chief engineers, and other management personnel in public telecommunications. Emphasizes participatory management techniques in today's changing organizational structures.

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1. MANAGEMENT DEVELOPMENT PROGRAM FOR EXECUTIVES IN SCIENTIFIC AND ENGINEERING ORGANIZATIONS

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. January 30-31, March 2-7, April 3-4, 1975; May 15-16, September 21-26, October 30-31, 1975; October 2-3, November 16-21, December 11-12, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $485 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. This three phase, ten-day program focuses specifically on those management problems faced by executives in scientific and engineering organizations. It is designed to help the participants examine the managerial aspects of their jobs; formulate a framework of managerial theory; explore ways to improve managerial practice in the day-to-day work situation; strengthen problem solving and team action skills; and formulate a continuing and systematic program of self-development in the field of management. This program is organic in nature insofar as the agenda is tailored by the participants in phase 1 and subject to modification during the workshop in order to meet the expressed needs of each specific group.

CAREER PLANNING AND PERSONAL DEVELOPMENT
(INCLUDING PROGRAMS SPECIFICALLY FOR WOMEN)

1. THIRD NATIONAL CAREER EDUCATION CONFERENCE

2. American Association of State Colleges and Universities

3. April, 1975.

4. AASCU membership.

5. Not determined yet.

6. To be announced.

7. Contact Office of Program Development, AASCU, Suite 700, One Dupont Circle, Washington, D.C. 20036.

8. "Institutional Responsibility in Continuous Career Education" - Federal Agency Representatives and government officials.

1. CLEARING HOUSE FOR CAREER ADVANCEMENT

2. American Association of University Administrators

3. Throughout the year at Student Center, Glassboro State College, Glassboro, New Jersey.

4. For active members only.
&
5.

6. For further information, contact Karl E. Metzger,
& Jr., Clearing House Director, Student Center,
7. Glassboro State College, Glassboro, New Jersey 08028.

8. An on-going program designed to assist in the career advancement of members of the Association.

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1. MANAGERIAL CREATIVITY AND GOAL ORIENTATION

2. UCLA Extension - Departments of Engineering and Mathematics and Management, Business & Labor

3. March 9-14, 1975, Ramada Inn, Beverly Hills, California.

4. Prerequisite: Bachelor's degree or equivalent experience.

5. $445 includes three luncheons and three dinners; course materials.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344.

8. The course supplies the participants with broad and applicable knowledge, and practice, in relation to each principal area of conduct and attitude relating to professional management.

   Coordinator: John R. Van de Water, President, Van de Water Associates, Inc., Consultants to Management.

1. LEADERSHIP AND GROUP FACILITATION TRAINING WORKSHOPS

2. National Center for the Exploration of Human Potential and San Diego State College Extension Division

3. June 16 through July 4, 1975; July 7-25, 1975; July 28 through August 15, 1975, San Diego, California.

4. Appropriate for all levels of educators, counselors, and other professionals dealing with people.

5. $360 for each 3-week workshop covers program costs and 3 units of graduate extension credit. $25 pre-registration fee (refundable if applicant is not accepted or withdraws one month in advance).

6. Board (15 meals/week), and room available at $140 /month (double occupancy), $180/month (single occupancy).

7. For further information and forms write Dr. Martin L. Seldman, Director, Training Institute, National Center for the Exploration of Human Potential, 976 Chalcedony, San Diego, California 92109. Phone (714) 272-7330.

8. For those concerned with facilitating the growth of human potentialities of individuals and groups. The focus is the experiential development of the personal potentialities of the participants and the group leadership skills requisite to facilitating personal growth in those with whom they work and serve. The methods of Dr. Herbert A. Otto, Ph.D. form the core of the workshops, emphasizing participant strengths, and the positive approach to overcoming obstacles hampering actualization. The basic sequence (a prerequisite for the advanced workshop) will prepare participants to lead the Developing Personal Potential program. The advanced sequence will prepare participants to lead the Growth Support Groups.

1. INTRODUCTION TO TRANSACTIONAL ANALYSIS
(T.A. 101 Course)

2. Southeast Institute

3. All training is done at the Southeast Institute training center in Chapel Hill, North Carolina. Courses will be given on the following dates: January 10-11, February 21-22, March 17-18, June 16-17, July 14-15, September 26-27, October 3-4, 1975.

4. All persons interested in transactional analysis.

5. $35 covers a 12-hour didactic introduction to the theory of transactional analysis.

6. Lodging may be obtained at the Southeast Institute guest house adjacent to the training center for $6.50 a night. This includes linens and kitchen privileges, but no food.

7. Applications and additional information may be obtained from Vann S. Joines, Director of Training, Southeast Institute, P.O. Box 2183, Chapel Hill, North Carolina 27514.

8. The T.A. 101 course is the basic introductory course on the theory of transactional analysis. The program begins in the evening and continues on the second day. Completion of an examination following the course entitles a participant to regular membership in the International Transactional Analysis Association. The T.A. 101 course is taught by faculty members of the Southeast Institute. All training at the Southeast Institute is designed in accordance with the standards recommended by the International Transactional Analysis Association.

1. SPECIAL FIELDS TRAINING PROGRAM

2. Southeast Institute

3. All training will be at the Southeast Institute Training Center in Chapel Hill, North Carolina. A one-year on-going program beginning January, 1975: January 31; February 28; March 28; April 25; May 30; September 26; October 31; November 21; December 19, 1975.

4. Persons who have a particular area of competence (e.g. education) to which they wish to learn to apply transactional analysis.

5. $650 covers an introductory workshop, nine 12-hour monthly training sessions, three additional day-long workshops, and a mock special fields exam.

6. Lodging may be obtained at the Southeast Institute guest house adjacent to the training center for $6.50 per night. This includes linens and kitchen privileges, but no food.

7. To apply, send vita and deposit of $100 to Vann S. Joines, Director of Training, Southeast Institute, P.O. Box 2183, Chapel Hill, North Carolina 27514. Additional information may be obtained at same address.

8. The One-Year Special Fields Training program is aimed at training persons in non-clinical fields to apply transactional analysis theory and techniques to their own special fields of interest, and to train individuals for Special Fields Membership in the International Transactional Analysis Association. The nine monthly sessions will focus on learning theory, the application of theory to specific fields, and critique of the participants' work by tape. Graham Barnes, Teaching Member of the International Transactional Analysis Association will lead the program. The program will feature workshops by Ken Ernst, author of Games Students Play as well as by nationally known figures such as John O'Herne and Muriel James.

1. TA/GESTALT WORKSHOPS

2. Southeast Institute

3. All training is done at the Southeast Institute training Center in Chapel Hill, North Carolina.
   Three Week Workshops: June 16-July 3; July 14-August 1, 1975
   One and Two Week Workshops: April 21-26; August 4-9; September 8-14; October 20-25; November 3-8; December 1-7, 1975
   Weekend Workshops: January 31-February 2; February 28-March 2; April 25-27; June 6-8; July 11-13; August 1-3; October 10-12; December 5-7, 1975.

4. Any persons interested in transactional analysis.

5. Weekend Workshop - $100
   One Week Workshop - $250
   Three Week Workshop - $600
   Fees cover all aspects of training, but do not include room or board.

6. Lodging may be obtained at the Southeast Institute guest house (adjacent to the training center) for $6.50 per night. This includes linens and kitchen privileges, but not food.

7. Application forms or additional information may be obtained from Vann S. Joines, Director of Training, Southeast Institute, P.O. Box 2183, Chapel Hill, North Carolina 27514.

8. The weekend workshop involves 2 1/2 days of intensive personal work for personal growth and change. The one-week workshop provides an introduction to the theory and practice of transactional analysis with gestalt and other techniques. The three-week workshop provides intensive training in group and family therapy. All training at the Southeast Institute is designed in accordance with the standards recommended by the International Transactional Analysis Association, and credit is give accordingly.

1. GRADUATE STUDENT PROFESSIONAL DEVELOPMENT PROGRAM (GSPDP)

2. NTL Institute

3. June 30-July 11, 1975, Bethel, Maine;
August 11-22, 1975, Bethel, Maine.

4. Graduate student status, some experience in groups (encounter, sensitivity, etc.) and some background in group dynamics, laboratory education, etc.

5. $225 tuition and application fee.

6. Room and board, on-campus $185; less if participant makes his/her own off-campus housing arrangements.

7. First-round selections made March 31, 1975. For application form and information contact Dr. Lawrence C. Porter, NTL Institute, P.O. Box 9155, Rosslyn Station, Virginia 22209. Phone (703) 527-1500.

8. The workshop is the first in a series of five workshops which comprise the GSPDP sequence (subsequent workshops are 3, 3, 10, and 4 days long). Focus is on increased awareness of self and on development of laboratory education skills and knowledge. Staff are recent graduates of NTL's Advanced Professional Development Programs and NTL senior trainers.

1. POWER AND SYSTEMS LABORATORIES

2. NTL Institute

3. January 12-17, 1975, Avon Park, Florida;
   March 9-14, 1975, Avon Park, Florida;
   May 18-23, 1975, Craigville, Massachusetts;
   June 22-27, 1975, Soquel, California;
   October 12-17, 1975, Craigville, Massachusetts.

4. Anyone interested in power dynamics.

5. $400 fee for tuition and registration, payable to NTL Institute.

6. $150 for room and meals, payable to NTL Institute.

7. Apply to Barry Oshry, NTL Institute, Power and Systems Education, P.O. Box 388, Prudential Station, Boston, Massachusetts 02199. Phone (617) 261-1640.

8. Power and Systems Laboratories are one-week residential experience-based programs which focus on the development of heightened sensitivity to power dynamics, increased self-awarness regarding one's strengths and limitations in working with power, and insights regarding more effective and responsible uses of power in organizational, family and community life.

1. INTERNSHIP IN POWER AND SYSTEMS

2. NTL Institute

3. To be arranged with participant.

4. Professional change agent with some background in experience-based education.

5. $1,750 tuition.

6. Variable.

7. Contact Barry Oshry, NTL Institute, Power and Systems Education, P.O. Box 388, Boston, Massachusetts 02119, for special brochure.

8. The Internship in Power and Systems is a two-year professional development program focusing on personal development in power as well as on diagnostic and action strategies for working with power in organizational and institutional settings.

   The Internship is built around a variety of Power and Systems Laboratory experiences, each offering unique developmental opportunities relevant to change-agents, and a series of seminars dealing with power issues.

1. WOMEN AND POWER PROGRAM

2. NTL Institute

3. April 20-25, 1975, Craigville, Massachusetts.

4. Female and interested in power dynamics.

5. $300 for tuition and registration.

6. $150 for room and board, Craigville Conference Center, Craigville, Massachusetts.

7. Contact Karen Ellis Oshry, NTL Institute, Power and Systems Education, P.O. Box 388, Prudential Station, Boston, Massachusetts 02199, for further information and application form. Phone (617) 261-1640.

8. The woman of today needs to re-examine her beliefs and values regarding power, to recognize the power she has, and to become more at ease and effective in working in power situations. The Women and Power Program is an opportunity for concerned women to deepen their understanding of power and to develop increased skills in working with power in their personal and professional lives. This program is a basic Power and Systems Laboratory <u>for women only</u>.

1. CREATIVE CAREER DEVELOPMENT FOR WOMEN

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 12-14, May 12-14, June 18-20, September 6-8, November 10-12, 1975, Washington, D.C. (course fills up approximately 2 months in advance). The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $150 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. The program is designed for the woman who is a member or potential member of an organizational team. It is based upon insights developed by management consultants and counselors, emphasizing the need for self-development to increase both present effectiveness and future worth as an employee. Each participant will review her history to assess her strengths. Using this increased self knowledge, she will develop plans for on-the-job improvement. There will also be discussion and guidance on building a work and life style that increases present effectiveness as a member of a team reorganized to meet specific objectives. A portion of the time will be set aside to discuss areas of special concern identified by the participants. There will be course work to complete outside of the class.

1. MANAGEMENT DEVELOPMENT BY AND FOR WOMEN

2. The Institute for Advanced Technology

3. January 13-15, 1975, Washington, D.C.;
February 10-12, 1975, Los Angeles, California;
March 10-12, 1975, New York, New York;
April 28-30, 1975, Washington, D.C.

4. The seminar is designed for three kinds of businesswomen: 1. The woman with some management experience who is seeking to develop her managerial skills and potential. 2. The woman who wishes to prepare herself to pursue a managerial career. 3. The executive secretary whose duties include interfacing with people on a task.

5. $395 fee includes course materials and luncheons.

6. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corp., the seminar & dates attending.

7. Registrations should be made two weeks prior to the seminar. Contact The Institute for Advanced Technology, 6003 Executive Boulevard, Rockville, Maryland 20852. Phone (301) 770-8576.

8. I. To develop the managerial skills of participants. The seminar will give participants practical experience in interpersonal communication, handling conflict, team work, career development, and strategies for change within the organization.
II. To develop the managerial skills of participants as both women and managers. The seminar will include activities that give participants insight into their personal managerial strengths, their managerial styles, and their performances in team tasks.

1. ORGANIZATION WOMAN: PERSONAL AND PROFESSIONAL DYNAMICS

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. February 19-21, 1975, Washington, D. C.
The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The course can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $150 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. This seminar is designed to provide new experiences and insights into the participant's functioning as an individual and member of an organization. The participant will be provided the opportunity to improve her own effectiveness in the areas of interpersonal relations and group awareness, organizational dynamics and goal setting. These skills will enable the Organization Woman to integrate her personal and professional goals with organization effectiveness.

1. PRE-CONFERENCE WORKSHOP - "ASSERTIVE TRAINING FOR WOMEN"

2. National Association for Women Deans, Administrators, and Counselors

3. April 2, 1975, Philadelphia, Pennsylvania.

4. Open--Advance registration required.

5. $25--registration and materials.

6. Bellevue-Stratford Hotel, Philadelphia, Pennsylvania.

7. Deadline: March 14, 1975. Contact Joan M. McCall, 1028 Connecticut Avenue, N.W., Suite 922, Washington, D.C. 20036.

8. Assertive training is the process in which one learns how to express one's beliefs, feelings and wants in an honest, direct and appropriate way. The results of assertive training are that one's rights are not infringed upon, nor are the rights of the other person(s) violated. The assertive training emphasis will be on the positive aspect of behavior rather than on the negative aspect which would imply aggression.

1. PRE-CONFERENCE WORKSHOP - "THE MATURE-WOMAN - WHO AND WHERE IS SHE?: CONTINUING EDUCATION FOR WOMEN"

2. National Association for Women Deans, Administrators and Councelors

3. April 2, 1975, Philadelphia, Pennsylvania.

4. Open--Advance registration required.

5. $25--registration and materials.

6. Bellevue-Stratford Hotel, Philadelphia, Pennsylvania.

7. Deadline: March 14, 1975. Contact Joan M. McCall, 1028 Connecticut Avenue, N.W., Suite 922, Washington, D.C. 20036.

8. This workshop is intended to assist counselors, and those working in continuing education programs, to help women (usually over 30) who are now interested in completing their education. These women may have been college dropouts, may be in college for the first time, and may be part-time or full-time students.

1. MEETING NEEDS OF WOMEN IN EDUCATION

2. Indiana University and the National Association of Women Deans, Administrators and Counselors

3. June 22-27, 1975, Indiana University, Bloomington, Indiana.

4. Those concerned with providing educational experiences for women, for affirmative action, and for counseling women in the secondary and post-secondary educational settings.

5. $125 will cover all conference costs except for academic credit which may be earned by additional work and special registration.

6. Participants live in a conference center within a residence hall area.

7. Apply to Dr. Elizabeth Maccia or Dr. Elizabeth Greenleaf, School of Education - 203, Indiana University, Bloomington, Indiana 47401.

8. Participants will identify major concerns of women students, faculty and staff in the educational setting and develop policies and programs for these concerns. Opportunities will be available for groups with common interests to work together.

1. THE EMERGING WOMAN IN MANAGEMENT/ADMINISTRATION

2. Response and Associates, member of Organization Renewal Inc.

3. Monthly at following locations: Atlanta, Chicago, Dallas, Houston, Jacksonville, Minneapolis, New York City, Phoenix, San Diego, San Francisco, St. Louis, and Washington, D.C. (write for specifics).

4. Women who are currently in management/administration or who have the potential to be used more effectively in present and future posts.

5. $250 for all reference materials, lunches, breaks, and one-on-one consultation with workshop facilitators.

6. Varies with location, but generally from $15 to $30 for room.

7. For more specific information, write or call Response and Associates, P.O. Box 333, Chicago Heights, Illinois 60411. Phone (312) 758-4600. Attention: Julie O'Mara and Rob Wall.

8. An experiential learning program designed for confidence and management skills building. The 20-hour experience covers management fundamentals, improving one's self image, woman's behavior in competition with men and under stress, how prejudice distorts reality in problem solving, objectivity and feedback in managing change, in-depth communications skills practice, analysis of how you impact on others, identification of goals and resources available to reach goals, the art of decision-making, analysis of competition, collaboration and its implication for management, building a climate for productivity, affirmative action case histories, and development of a self development plan including follow-up and commitment. Films, instruments, concise lectures, group dynamics, dyads, and general group discussion are all part of the adult education process.

1. SEMINAR FOR WOMEN EXECUTIVES

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. January 8-10, May 28-30, October 1-3, November 24-26, 1975, Washington, D.C. (very early registration required). The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $150 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. One of the significant developments in the continuing emancipation of women in our society has been the "arrival" of the highly qualified professional woman, particularly the woman executive. However, women who aspire to realize their full potential for making contributions as executives and managers still find a thorny path to follow. This highly praised seminar will provide women holding responsible positions the opportunity to further develop their potential by considering and exploring topics vital to good management. It will also provide the participants the opportunity to discuss women's role in other relevant issues with qualified resource people. In the process they will be able to develop new insights into their own quest for making greater contributions, achieving self-actualization, acquiring a meaningful role in management decision-making.

1. CAREER PATHS FOR WOMEN

2. Response and Associates, member of Organization Renewal, Inc.

3. Can be conducted at your institution. Dates, costs and related information available by negotiation with sponsor.

4. Women students, staff/faculty, employed women in the community, and women seeking re-entry to the institution/work place.

5. $45 to $60 depending on location, meals, and other costs. All materials.

6. Not applicable.

7. For more specific information, contact Response and Associates, P.O. Box 333, Chicago Heights, Illinois 60411. Phone (312) 758-4600.

8. CAREER PATHS FOR WOMEN is an experiential-based program to help women identify resources available to chart a career path. It covers creative thinking, building a self inventory of capabilities, desires, goals, personal constraints, resources and their uses, an inventory analysis to offer a fresh look at yourself, an exercise in charting out a career goal. It's a one-day experience helping women visualize the goal-setting process. It's exactly what males are offered in many organizations to help them to more responsible positions. This grooming helps match abilities with needs of a growing organization. Women, especially those who want more satisfaction from time spent at work, can benefit from this workshop.

1. ADMINISTRATIVE INTERN PROGRAM FOR WOMEN IN HIGHER EDUCATION

2. Sixteen Women's Colleges (Agnes Scott, Cedar Crest, Chatham, Elmira, Goucher, Hollins, Mary Baldwin, Mills, Randolph Macon Woman's, Salem, Scripps, Skidmore, Sweet Briar, Wells, Wheaton, Wilson)

3. A 10-month internship.

4. Alumnae, faculty, staff of the 16 participating colleges. Applicants must be nominated by one of the participating colleges. Young women who are recent college graduates, or faculty or staff of the participating colleges with an expressed interest in administration in higher education, are eligible.

5. & 6. Funded by the Carnegie Corporation; each intern will receive a $7,150 stipend.

7. Application forms are available from the President's Office of each participating college. The Administrative Intern Program Coordinator is: Dr. Amalie R. Shannon, Cedar Crest College, Allentown, Pennsylvania 18104. Phone (215) 437-4471.

8. The program is designed to provide colleges and universities with a supply of qualified women for entry-level positions in all phases of academic administration. The program will stress training in areas such as financial and business affairs, financial aid, academic affairs, public relations and development. The internship begins with a one week workshop in August. Each intern will then be assigned to a college other than her nominating institution. Applicants must be free to move to an assigned host campus for the ten-month internship. Each intern will work with a senior administrator, observing and participating in activities for which her supervisor is responsible. She will also engage in a study or project designed to deepen her understanding of the problems of college administration.

PLANNING, BUDGETING, AND DECISION-MAKING AIDS

1. THE FUTURE

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. March 10-14, October 20-24, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $325 fee includes tuition, books and all materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. The seminar is designed to: Stimulate the participants to a greater awareness of the importance of thinking in long-range future contexts; introduce them to proper approaches and methods to be employed; acquaint them with selective representative issues likely to be directly relevant to public and private policy in which they will play a role; help relate the alternative futures to critical issues and these in turn to their relevance for current policy formulation and program development.

1. TECHNOLOGY FORECASTING AND ASSESSMENT

2. Special Programs Department, Graduate School, U.S. Department of Agriculture

3. April 23-25, 1975; November 12-14, 1975, Washington, D.C. The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site anywhere in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $225 includes tuition, books, films and all classroom materials.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. In the past, the only assessment deemed necessary for a new technology was to determine whether it would do what it was supposed to do. Furthermore, this issue was assumed to be of importance only to those who would sponsor or use the new technology. However, we have learned that technology always has impacts beyond those intended by its sponsors, and that unforeseen costs of new technology may be imposed on people who have nothing to do with sponsoring or using it. The term "technology assessment" has come to mean the deliberate search for secondary consequences of new technology, and the determination of whether the benefits of some new technology (both intended and unintended) are sufficient to offset the costs (both intended and unintended) of that technology. Seminar leaders have included such well known scholars as Joseph P. Martino and Dr. Marvin Cietron.

1. AERA PRESESSIONS

2. American Educational Research Association

3. March 27-31, 1975, Washington, D.C.

4. All eligible.

5. Member: $25 per day; Non Member: $35 per day.

6. Living arrangements at the discretion of the participant. Rooms reserved at the Washington Hilton and the Shoreham Hotel.

7. For information contact William J. Russell, Executive Officer, American Educational Research Association, 1126 16th Street, N.W., Washington, D.C. 20036. Phone (202) 223-9485.

8. One to five day Research Training Sessions are held in conjunction with AERA's Annual Meeting. These presessions are designed to update the skills of R & D personnel in the field. Topics of specific sessions are available on request.

1. ANNUAL MEETING OF NCURA

2. National Council of University Research Administrators

3. November 5-7, 1975, Washington, D. C.

4. NCURA Members-Individual membership (no institutional members). Open to college and university personnel dealing with administration of research and sponsored programs.

5. Dues plus $65 registration fee: Banquet, two luncheons, one breakfast for members; all sessions of the conference.

6. Statler Hilton Hotel, Washington, D.C., rooms estimated at $25.

7. For application, information on regional and annual events write to Ms. Julia Jacobsen, NCURA Secretary/Treasurer, 4416 Edmunds Street, N.W., Washington, D.C. 20007. Phone (202) 333-6433.

8. Informative workshop-type conference for all those participating and interested in research, training and other sponsored projects at colleges and universities including affiliated hospitals. Speakers and panels from government agencies, foundations and NCURA membership.

1. 15th ANNUAL FORUM OF THE ASSOCIATION FOR INSTITUTIONAL RESEARCH

2. The Association for Institutional Research (College of Education, Florida State University, Tallahassee, Florida)

3. April 28 through May 1, 1975, St. Louis, Missouri.

4. No restriction.

5. $40 for members; $65 for nonmembers. Fee covers all Forum sessions except meals.

6. Rooms at Stouffer's Riverfront Inn, St. Louis, Missouri, convention rate.

7. For registration information, contact Mr. Joe Evans, Associate Vice Chancellor, Washington University, Lindell & Skinker, St. Louis, Missouri 63130. Phone (314) 863-0100.

8. Dr. Lyman A. Glenny, keynoter. Program information available from Dr. Bernard S. Sheehan, Program Chairman, Office of Institutional Research, The University of Calgary, Calgary, Alberta T2N 1N4. Phone (403) 284-5877.

1. ANNUAL CONFERENCE - SCUP

2. Society for College and University Planning

3. July 8-11, 1975, Minneapolis, Minnesota.

4. Open.

5. $60 - Members; $95 - Others (includes membership).

6. Radisson Hotel, Minneapolis, Minnesota.

7. Contact H. Gilbert Nicol, Executive Director, Society for College and University Planning, 3 Washington Square Village, New York, New York 10012.

8. "Planning Higher Education: Art or Science?"
"What do Faculty Really Want?"
"What Do Students Really Want?"
"What Do Governing Boards Really Want?"
"What Do Legislators Really Want?"
"Evaluation of Innovations of the Past Decade"
"Future Funding - Public and Private"
"The Budget Cycle"
"Management Information Systems"
"Influences on Contemporary Facilities Planning"
"Design of the Learning Environment"

1. MANAGEMENT AND PLANNING INSTITUTE FOR HIGHER EDUCATION

2. Columbia University, Graduate School of Business

3. July 27 through August 1, 1975, Arden House, Harriman, New York.

4. College and university presidents.

5. $600 includes tuition, room and board.

&

6.

7. Apply to Director, Management and Planning Institute for Higher Education, Columbia University, 807 Uris Hall, New York, New York 10027. Phone (212) 280-3395. Closing date: July 1, 1975.

8. Program includes discussions on institutional strategy formulation, planning for the changing role of higher education, the management of information support systems, implementation of instructional strategy, faculty budgeting and productivity, the planning process, university governance and university planning, long-range planning and budgeting.

1. LINKING EDUCATION PLANNING AND MANPOWER PLANNING AT THE STATE AND SUBSTATE REGION LEVELS

2. University Consultants, Inc.

3. Late spring, summer and early fall; two-day workshop; Boston, Massachusetts.

4. No specific eligibility requirements other than interest in the subject of the seminar.

5. Approximately $230 includes all materials associated with the seminar and two luncheons.

6. At participants discretion.

7. For more information contact George J. Nolfi, Ph.D., President, University Consultants, Inc., 45 Hancock Street, Cambridge, Massachusetts 02139. Phone (617) 491-5828.

8. The program will be rigorous, and will involve speaker presentation, background papers, case study discussions, and a participatory exercise in which workshop participants will collectively resolve a specific problem exercise.

1. ESTABLISHING THE MASTER PLAN

2. Didactic Systems, Inc.

3. In-house, as requested.

4. Administrators, department heads and chairpersons.

5. $150 per participant (if 25 participants or more attend); includes program development, staff and all materials.

6. Room and board in-house.

7. For information contact Erwin Rausch, Didactic Systems, Inc., Box 457, Cranford, New Jersey 07016. Phone (201) 789-2194.

8. A three-day workshop, custom designed for the specific needs of the college or university, to help administrators establish a framework for setting goals and preparing a Master Plan which will actually be used as a working document by the various divisions and departments. Some work is required of prospective participants prior to the start of the seminar.

1. MANAGEMENT DECISION MAKING: INFORMATION PLANNING AND MODELING

2. UCLA Extension - Departments of Engineering and Mathematics and Management, Business & Labor

3. January 27-31, 1975, at the University of California, Los Angeles.

4. Prerequisite: Bachelor's degree in engineering, science, business, or equivalent.

5. $385 includes textbook and dinner meeting.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344 or 825-1295.

8. The purpose of this course is to show how better decisions can be made by understanding the available theory and technology for the systematic disciplined identification, formulation, and processing of the information needed to make decisions.

   Coordinators: Melvin W. Lifson, Lecturer, Engineering Systems Department, School of Engineering and Applied Science and School of Public Health, UCLA; John Lyman, Professor of Engineering and of Psychology, Head, Biotechnology Laboratory, School of Engineering and Applied Science, UCLA.

1. MANAGEMENT ACCOUNTING AND INFORMATION SYSTEMS

2. UCLA Extension - Departments of Engineering and Mathematics and Management, Business and Labor

3. March 17-21, 1975, Ramada Inn, Beverly Hills, Calif.

4. For persons with technical backgrounds who wish to develop a proficiency in management accounting.

5. $405 fee.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344 or 825-1295.

8. This course is designed for persons with technical backgrounds who wish to develop proficiency in management accounting for one or more of the following reasons: (1) they are or anticipate becoming managers, (2) they wish to communicate more effectively with management and need to understand the "language of accounting" for this purpose, or (3) they believe that a working knowledge in accounting will improve their performance as technicians within the context of management-oriented information systems.

   Coordinator: John W. Buckley, Associate Dean and Professor of Accounting and Information Systems, Graduate School of Management, UCLA.

1. MANAGEMENT INFORMATION SYSTEMS

2. UCLA Extension - Continuing Education in Engineering and Mathematics

3. June 23-27, 1975, at the University of California, Los Angeles.

4. Prerequisite: Bachelor's degree in engineering, science, business administration, or equivalent and familiarity with the fundamentals of computers and computer programming.

5. $375 includes selected journal reprints and course notes.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344 or 825-1295.

8. The course is concerned with the design, implementation, utilization, management and evaluation of management information systems and computerized data management systems.

   Coordinators: Alfonso F. Cardenas, Assistant Professor, Computer Science Department, School of Engineering and Applied Science, UCLA; Michel A. Melkanoff, Professor and former chairman, Computer Science Department, School of Engineering and Applied Science, UCLA

1. MICROFILM INFORMATION SYSTEMS

2. The Institute for Advanced Technology

3. January 6-8, 1975, Washington, D.C.;
February 5-7, 1975, New York, New York;
March 5-7, 1975, San Francisco, California;
March 24-26, 1975, Washington, D.C.;
April 2-4, 1975, Atlanta, Georgia;
May 7-9, 1975, San Francisco, California;
June 25-27, 1975, Washington, D.C.

4. This introductory seminar is intended for systems analysts and management level personnel currently concerned with the feasibility, design and implementation of a microfilm and knowledge required to intelligently determine the role of microfilm in the future of an organization.

5. $395 fee includes course materials and luncheons.

6. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corp., the seminar & dates attending.

7. Registrations should be made two weeks prior to the seminar. Contact The Institute for Advanced Technology, 6003 Executive Boulevard, Rockville, Maryland 20852. Phone (301) 770-8576.

8. Heavy emphasis is placed on microfilm selection, general microfilm systems concepts, systems evaluation, hardware considerations and state-of-the-art limitations. Informal problem solving discussions will be held at the end of the day's session. Registrants are therefore invited to bring background and supportive study data (feasibility studies, vendor proposals, etc.) to the seminar for evaluation and discussion.

1. SOFTWARE CONFIGURATION MANAGEMENT

2. UCLA Extension - Continuing Education in Engineering and Mathematics

3. April 14-18, 1975 at the University of California, Los Angeles.

4. Prerequisite: None but the desire to learn. The course is totally independent of "programming" disciplines. The student need only be familiar with computer program (software).

5. $375 fee.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344 or 825-1295.

8. The course conveys the sequential disciplines embodied in a typical software configuration management system, emphasizing these important concepts and functions as they relate to the development and production of computer programs.

   Coordinator: L.G. Egan, Manager, Systems Engineering, Information and Electronic Systems Division, Federal Electric Corporation, Lompoc, California.

1. PROGRAM/PROJECT MANAGEMENT FOR HARDWARE AND SOFTWARE

2. UCLA Extension - Departments of Engineering and Mathematics and Management, Business & Labor

3. February 24-28, 1975, at the University of California, Los Angeles.

4. No specific eligibility requirements.

5. $375.

6. Housing is available within reasonable distance of the University at various motels/hotels.

7. Apply to P.O. Box 24901, Dept. K, Continuing Education in Engineering and Mathematics, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-3344 or 825-1295.

8. The course shows the attendees how to involve top management in a meaningful role; create a long range plan and make it an integral part of the project management process; make the project compatible with the rest of the organization; improve the cost estimating and scheduling effectiveness for design, development, testing and implementation; simplify and accelerate the planning process by use of standards; organize and conduct meaningful reviews; audit project performance against the plan; obtain user and management acceptance; accomplish a smooth turnover from development into full operation; minimize rework; and how to assemble and hold your resources.
Coordinator: John J. Rosati, Manager of the Information Systems Laboratory, Systems Engineering and Integration Division, TRW Systems.

1. CONFERENCE: COOPERATIVE INFORMATION AND PLANNING SYSTEMS DEVELOPMENT IN PUBLIC HIGHER EDUCATION

2. SDL Systems Research Group

3. February, 1975, Toronto, Ontario (date to be announced).

4. A two-day conference designed for senior administrators of colleges and universities and representatives from system agencies of public higher education.

5. Nominal registration fee to cover materials and lunches.

6. Room and board to be handled by individual participants; blocks of rooms will be held open.

7. For application and other information contact Mr. Robert Barnett, SDL Systems Research Group, 111 Avenue Road, Toronto, Ontario M5R 3J8, Canada. Phone (416) 964-8411.

8. The problems associated with and the need for cooperation in the design, development, implementation, and utilization of information, planning, and management systems will be considered. The needs of power structures for varying levels of information detail will be discussed as well as the changes which management systems development bring about in the nature of these power structures. Conference activities for the second day will include the description of an ideal information, planning and management systems development plan with illustrated examples of on-going plans in operation. Attention will be drawn to strategies for the implementation of such systems and the organizational structures necessary to accomplish the task.

1. 1975 CAUSE NATIONAL CONFERENCE

2. College and University Systems Exchange (CAUSE)

3. Dec. ber 3-5, 1975, location to be announced.

4. Open.

5. To be determined.
&
6.

7. Contact Charles R. Thomas, College and University Systems Exchange, 737 29th Street, Boulder, Colorado 80303. Phone (303) 447-9441.

8. Keynote speakers, professional presentations and contributed papers dealing with all aspects of administrative information systems in higher education.

1. EDUCOM SPRING CONFERENCE 1975

2. EDUCOM, Interuniversity Communications Council

3. April, 1975; location to be determined.

4. Open to all advance registrants.

5. $50 faculty of member institutions; $100 other educators. $150 others. Includes registration fee, two lunches, one dinner.

6. Individual, prevailing rates.

7. Prior to conference. March 30, 1975, cut-off for reply. Further information from Carolyn Landis, EDUCOM, P.O. Box 364, Princeton, New Jersey 08540.

8. Topics: Computing and Networking in Higher Education; Statewide Planning for Computing in Higher Education; Television in Higher Education.

1. EDUCOM FALL CONFERENCE 1975

2. EDUCOM, Interuniversity Communications Council

3. October, 1975; location to be determined.

4. Open to all advance registrants.

5. $50 faculty of member institutions; $100 other educators. $150 others. Includes registration fee, two lunches, one dinner.

6. Individual, prevailing rates.

7. Prior to conference. October 1, 1975, cut-off for reply. Further information from Carolyn Landis, EDUCOM, P.O. Box 364, Princeton, New Jersey 08540.

8. Topics: Privacy and security of computer records; Computing and networking in Higher Education; Statewide planning for computing in Higher Education; Television in Higher Education. Papers may be submitted to EDUCOM. Call for papers will be more specific on topics when planning is more complete.

1. SEVENTH ANNUAL PROFESSIONAL DEVELOPMENT WORKSHOP

2. Central Association of College and University Business Officers

3. February 16-18, 1975, St. Louis, Missouri.

4. Open.

5. $85 includes cost of instruction and conference materials, the social hour and dinner on Sunday, lunch on Monday and Tuesday and beverage breaks.

6. St. Louis Marriott Motor Hotel, St. Louis, Missouri: $24 for single or multiple occupancy.

7. Contact Stanley A. Michalski, Director of Institutional Research, St. Louis University, 221 North Grand Boulevard, St. Louis, Missouri 63103.

8. Contemporary topics covering a wide range of subjects of direct interest to members of the staff of College and University Business Officers.

1. BIENNIAL WORKSHOP - "SUPERIOR COLLEGE MANAGEMENT--KEY TO SURVIVAL"

2. Eastern Association of College and University Business Officers

3. March 9-11, 1975, Atlantic City, New Jersey.

4. Members of EACUBO (prospective members also welcome).

5. Registration fee which includes cost of official banquets and luncheons: Delegates approximately $75.

6. Chalfonte - Haddon Hall, Atlantic City, New Jersey.

7. Contact George B. May, Comptroller and Assistant Treasurer, Amherst College, Amherst, Massachusetts 01002.

8. Workshop sessions on all aspects of college and university business and financial management: Accounting, Financial Aid, Personnel, Investments, Computers, Budget and Planning, Auxiliary Enterprises and Other Services, Current Tax Implications from Washington.

1. THE ANNUAL WACUBO WORKSHOP

2. The Western Association of College and University Business Officers (WACUBO)

3. August 10-15, at the University of California, Santa Barbara, California.

4. See item #8 below.

5. $170 covers registration, materials, 15 meals
& (including 2 banquets) and 5 nights double-room
6. lodging at Santa Barbara Campus Residence Halls.

7. Send application between April 1 and August 6, 1975, to Mrs. Julie DeAnda, Secretary, WACUBO Workshop - Business Office, University of California, Santa Barbara, California 93106. Phone (805) 961-2029. A deposit of $25 is required.

8. The Workshop is a three-year program, with each year offered concurrently. The First and Second Year classes are designed for college and university staff employees engaged in business-related functions. The curriculum includes courses on Accounting, Budget Management, Purchasing, Physical Plant Management, Administrative Principles, Labor Relations, Law, Auxiliary Enterprises, Information Systems, Management Principles, Government Relations, and Group Seminars. A Certificate of Completion is issued upon completion of the Second Year Program.

   The Third Year is an advanced program designed for administrators in middle and upper management positions. A variety of current topics and problems are explored in depth by means of the case study method. A Certificate of Completion is also awarded for the completion of the Advanced Course.

   The faculty represents leading professional administrators in the field of higher education administration from throughout the United States.

1. THE TEAM APPROACH TO PLANNING AND BUDGETING IN SMALL COLLEGES

2. National Association of College and University Business Officers (NACUBO)

3. February 23-25, 1975, Washington, D.C.
March 16-18, 1975, St. Louis, Missouri.

4. Participating institutions are encouraged to send to the workshops administrators who will be deeply involved with the planning process; in addition to the business officer, an academic or student affairs administrator, development officer, faculty member, or president should attend.

5. Fees and hotel sites to be determined.
&
6.

7. Apply to Planning and Budgeting Workshops, NACUBO, One Dupont Circle, Suite 510, Washington, D.C. 20036.

8. The primary emphasis of the program will be: comprehensive institutional planning, planning and budgeting calendars and schedules, budget preparation, analytical techniques, political dynamics of planning and budgeting, creative planning--Delphi techniques. The case study method will be used focusing on tested systems and procedures in actual use in a number of institutions. Planning teams will work on: environmental assumptions, five-year budgets, coordination of planning and budgeting, goals and objectives, cost effectiveness.

1. ALTERNATIVE FUTURES FOR THE SMALL COLLEGE

2. Council for the Advancement of Small Colleges

3. August 4-8, 1975; location not yet determined.

4. Not yet determined.

5.
&
6.

7. For further information contact Gerrit J. TenBrink, Vice President, Council for the Advancement of Small Colleges, One Dupont Circle, Suite 750, Washington, D.C. 20036. Phone (202) 659-3795.

8. This intensive long-range planning experience on Alternative Futures will emphasize looking at the institution as a whole. Each administrative team will assess the current status of its whole college in terms of hard data, envisioning what the college should be (or may have to be) in light of possible futures, and acquire skills and knowledge to continue long-range planning back on the campus.

1. WAGE AND SALARY ADMINISTRATION

2. College and University Personnel Association

3. May 5-7, 1975, Baker Hotel, Dallas, Texas.

4. Anyone.

5. $125 for 1st registrant; $100 2nd registrant same school; $80 each additional registrant same school. Late registration, $10 additional for each.

6. Baker Hotel, Commerce & Akard Streets, Dallas, Texas 75221: Single $16; Double $18.

7. Contact: R. Frank Mensel, College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. 20036.

8. In this course, specialists will go step by step through the fundamentals and philosophies of comprehensive comprehension plans and practices.

1. INTRODUCTION TO FUND ACCOUNTING WORKSHOP

2. National Association of College and University Business Officers (NACUBO)

3. January 26-28, 1975, Los Angeles, California;
March 16-18, 1975, Memphis, Tennessee;
April 6-8, 1975, Boston, Massachusetts.

4. The Workshops are intended for the person with limited fund accounting experience and are not intended for the individual who is already involved in the complexity of fund accounting at an advanced level.

5. Fees and hotel sites to be determined.
&
6.

7. Apply to Introduction to Fund Accounting Workshops, NACUBO, One Dupont Circle, Suite 510, Washington, D.C. 20036.

8. The Workshops should be valuable for individuals with diverse responsibility in small institutions as well as those with limited responsibility in larger institutions. The Workshops are designed to explore practical, everyday solutions to typical problems facing accounting officers in educational institutions. A Laboratory Manual containing problems, solutions, and case studies has been prepared expecially for these Workshops. Participants will have the opportunity to not only work through problems with the instructors, but to take with them demonstration problems and solutions for further study.

1. 1975 FISCAL MANAGEMENT FOR GOVERNMENT/PUBLIC-SUPPORTED COMMUNICATIONS OPERATORS

2. National Association of Educational Broadcasters

3. February 19-21, 1975, Denver, Colorado.

4. No specific eligibility requirements.

5. NAEB Individual Members: $175; Non-members: $225. Covers tuition, materials, one dinner, two lunches. Scholarship grants available to women and minority members.

6. To be arranged individually by participants.

7. Apply to EBI/NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

8. A revised course designed to provide improved operating skills for executives in such important management areas as: generally accepted accounting practices; financial statement analyses; planning for financial needs; cash flows; managerial accounting; forecasting costs and income in an inflationary cycle; budgets and how to use them; how to get the most out of your accounting staff.

1. MANAGEMENT OF FEDERAL FUNDS INCLUDING GRANTS, CONTRACTS AND REVENUE SHARING

2. National Graduate University

3. February 4-6, 1975, New Orleans, Louisiana;
May 6-8, 1975, Cleveland, Ohio;
June 3-5, 1975, Washington, D.C.;
July 22-24, 1975, Denver, Colorado;
July 29-31, 1975, San Francisco, California.
Contact NGU for other dates and locations.

4. Enrollees include those newly entering the field as well as administrators more experienced with grants and contracts who wish to keep current with the latest developments in planning for application, regulations governing federal procurement, review processes, controlling expenditures and audit standards.

5. Tuition and fees are $242 which include Grants Management and other references, coffee and social hour.

6. New Orleans: Bourbon Orleans Hotel;
Cleveland: Holiday Inn;
Washington, D.C.: Holiday Inn-Bethesda;
Denver: Writers Manor;
San Francisco: Town House.

7. Apply to Dr. Jean K. Boek, Director, Division of Special Studies, National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

8. The general objective is the achievement of greater productivity in the management of tax-supported programs. At each location, one course is offered to administrators and faculty of colleges, universities, and non-profit research organizations, and another is offered at the same time to officers of state and local governments, including school districts, to reflect differences in their application for and use of federal money. Instruction is through presentation of data and discussion with participants.

1. THE 1975 CONFERENCE OF THE ASSOCIATION OF COLLEGE AND UNIVERSITY AUDITORS

2. Association of College and University Auditors

3. September 29 through October 1, 1975, University of Houston, Houston, Texas. Held annually.

4. For all internal auditors of educational institutions and other administrative personnel interested in auditing practices.

5. $60 (estimated) - registration fee.

6. Cost of accommodations at Houston-Oaks Hotel is from $27 per day single to $40 per day double.

7. Apply on prescribed form due September 1, 1975, to Mr. Alvin L. Haggard, Director of Internal Audits, University of Houston, Houston, Texas 77004.

8. Through speeches and workshops, participants explore auditing practices and techniques.

FINANCIAL DEVELOPMENT AND FUND-RAISING

1. 18th NATIONAL CONFERENCE ON PHILANTHROPY

2. National Council on Philanthropy

3. December 3-5, 1975, Washington Hilton Hotel, Washington, D.C.

4. Open to executives of corporations, foundations, and organizations and institutions in the fields of education, health, welfare, religion and the arts, etc.

5. Approximately $150 registration, $135 advance. Fee includes conference materials and proceedings. (Proceeding also available for $8.50 through Cleveland office.)

6. Rooms paid by registrants - most meals included in registration.

7. Apply to National Council on Philanthropy, 680 Fifth Avenue, New York, New York 10019.

8. The Council was created "for the cooperative study of contribution problems, policies, and procedures." The participants will address themselves to basic matters of policy, including philanthropy and the national interest; tax incentives; the church and philanthropy; crime and social justice; the social responsibility of business; philanthropy in the field of ecology; the support of minority causes; the funding of scientific research; the administration of philanthropy; and the response to attacks on voluntary support.

1. 1975 AAC/ACPRA SUMMER ACADEMY

2. American Alumni Council/American College Public Relations Association

3. August 3-8, 1975, Center for Continuing Education, University of Notre Dame, South Bend, Indiana. Held annually.

4. No specific eligibility requirements.

5. & 6. $360 for AAC/ACPRA members; $410 for nonmembers. Fee covers all materials, five nights lodging, lunches and dinners. $50 deposit must accompany application; balance of fee due before August 3, 1975.

7. Apply on prescribed form prior to July 1, 1975, to AAC/ACPRA Summer Academy, One Dupont Circle, N.W., Suite 600, Washington, D.C. 20036. Phone (202) 659-3820.

8. Curriculum includes general lectures and case studies in plenary sessions, i.e., Assessment of Higher Education Today; Practical Applications of Communication Theory; Small College and Large University Advancement Programs; Management Framework; External and Internal Elements; Effective Executive; Public Relations; Internal and External Communication Program; Planning and Evaluating PR Activities; Development; Elements of Development Programs in Future Financing of Higher Education; Seeking Major Gifts--Research, Proposal Format, Content, and Presentation; Planning and Evaluating Development Activities. The seven member team faculty is selected from the education field and are seasoned practitioners and academic experts.

1. DEVELOPMENT WORKSHOPS

2. American Association of State Colleges and Universities.

3. Next meeting set for February 2 - 4, 1975, Sheraton Biltmore Hotel, Atlanta, Georgia.

4. Presidents, chancellors, development officers, and others responsible for fund raising.

5. $85 covers registration, luncheon, packet of material, and private sessions with Development Consultant.

6. Not yet determined.

7. Registration materials sent out approximately two months prior to meeting. Contact Mary S. Campbell, Meeting Coordinator, AASCU, Suite 700, One Dupont Circle, Washington, D.C. 20036.

8. These workshops impart the latest and most effective techniques in marshalling outside sources of voluntary support funds, particularly alumni, in order to better promote institutional integrity and fiscal freedom.

1. PROFESSIONAL DEVELOPMENT WORKSHOP

2. Southern Association of College and University Business Officers

3. February 2-4, 1975, Atlanta, Georgia.

4. Open.

5. $30 includes program costs; social hour; 4 coffee breaks; 2 luncheons.

6. Stouffers Atlanta Inn, Atlanta, Georgia.

7. Contact John Philip Goree, Chairman, Professional Development Committee, SACUBO, Florida Technological University, Orlando, Florida 32816. Programs will be mailed soon.

8. Theme: College Management During Inflation

   Topics to be discussed: Fund-Raising in Hard Times; Solving Auxiliary Enterprise Problems; Co-existing With Your Union; Managing The Physical Plant During Inflation; Getting Ready for OSHA; Affirmative Action and Your Job; Management Administrative Services.

1. ADMINISTRATIVE ROLE OF THE DEVELOPMENT DIRECTOR SEMINAR

2. Moton Development Consortium, a division of The Robert R. Moton Memorial Institute, Inc.

3. April 28-30, 1975, at the Moton Conference Center, Capahosic, Virginia.

4. Open to development staff representatives of all MDC member-colleges and also to non-members.

5. $60 for two nights plus a 15% gratuity. Fee covers lodging, six meals and refreshments.

6. The Moton Conference Center, Capahosic, Virginia; located in general vicinity of Richmond, Williamsburg, Norfolk and Newport News. Costs listed above.

7. Write to J.L. Snyder, Director, Moton Development Consortium, 527 Madison Avenue, New York, New York 10022. Phone (212) 751-9760.

8. Emphasis of seminar will be on administrative duties of chief development officer including administration of program budget, writing of reports, financial analysis of in-coming gifts, processing of gifts, and office management.

1. ORGANIZING A PUBLIC RELATIONS PROGRAM

2. Moton Development Consortium, a division of The Robert R. Moton Memorial Institute, Inc.

3. June 23-25, 1975, Moton Conference Center, Capahosic, Virginia.

4. Open to representatives of MDC member-schools and also to non-members.

5. Fee of $60 plus 15% gratuity covers room, six meals and refreshments for two nights.

6. The Moton Conference Center, Capahosic, Virginia, is located in the general vicinity of Williamsburg, Richmond, Newport News and Norfolk, Virginia.

7. Write to J. L. Snyder, Director, Moton Development Consortium, 527 Madison Avenue, New York, New York 10022. Phone (212) 751-9760.

8. The program agenda includes an overview of the public relations function as it affects the long-range development plans of the college. Topics will cover coordination between the development and public relations offices, emphasis on development activities in public relations publications, organization of a speakers bureau by the public relations officer, and other specific development functions by public relations officials.

1. PLANNING A NATIONAL ALUMNI CAMPAIGN WORKSHOP

2. Moton Development Consortium, a division of Robert R. Moton Memorial Institute, Inc.

3. June 2-4, 1975, Capahosic, Virginia.

4. Open to all representatives of MDC member-colleges and also to non-members.

5. Fee of $60 plus 15% gratuity covers room, six meals and refreshments for two nights.

6. Moton Conference Center, Capahosic, Virginia; located in general vicinity of Williamsburg, Newport News, Norfolk, Richmond area.
Costs listed above.

7. Write to J.L. Snyder, Director, Moton Development Consortium, 527 Madison Avenue, New York, New York 10022. Phone (212) 751-9760.

8. Program agenda includes a step-by-step approach to the organization of a National Alumni Campaign. Topics include organizational structuring, campaign timetable, gift plans, training of volunteer workers, report meeting procedures, setting of realistic goals, and solicitation strategy.

1. PROFESSIONAL FUND-RAISING SEMINAR FOR COLLEGE PRESIDENTS

2. Moton Development Consortium, a division of The Robert R. Moton Memorial Institute, Inc.

3. February 20-21, 1975, New York City, New York.

4. Open to all presidents from MDC schools and also to non-members.

5. No fees for representatives of MDC schools. $300 fee for non-members. Fee covers rooms, meals, refreshments and consultative costs for two nights.

6. Delmonico's Hotel, 59th Street & Park Avenue, New York City, New York. Costs listed above.

7. Write to J.L. Snyder, Director, Moton Development Consortium, 527 Madison Avenue, New York, New York 10022. Phone (212) 751-9760.

8. Agenda will include evaluative criteria to be used in the selection and retaining of professional fund-raising counsel. Topics will cover competitive fees, contractual negotiations, reference checks on assigned directors, setting of goals, and location of home offices.

1. ANNUAL CONVENTION - NATIONAL CATHOLIC DEVELOPMENT CONFERENCE; DIRECT MAIL AND PLANNED GIVING SEMINARS

2. National Catholic Development Conference

3. Annual Convention: September 22-25, 1975, Chicago, Illinois;
Direct Mail and Planned Giving Seminars: January 7-8, 1975, Chicago, Illinois; January 14-15, 1975, Portland, Oregon; January 16-17, 1975, Los Angeles, California; January 22-23, 1975, Philadelphia, Pennsylvania; March 3-4, 1975, St. Louis, Missouri; March 5-6, 1975, Toronto, Canada; March 12-13, 1975, New York, New York.

4. Development staff, administrators of nonprofit institutions and agencies, religious orders, dioceses, hospitals and colleges.

5. Fee: Varies as per event. Covers General Sessions, Mini-Seminars; Direct Mail and Planned Giving, Major Gifts and Foundations; Coffee and Coke Breaks, Good Samaritan Award Luncheon.

6. Annual Convention: McCormick Inn, Chicago, Illinois;
Direct Mail and Planned Giving Seminars:
Chicago: Sheraton O'Hare North;
Portland: Sheraton Inn--Portland Airport;
Los Angeles: Sheraton Inn-Los Angeles Airport;
Philadelphia: Sheraton Airport Inn;
St. Louis: Sheraton Airport Motor Inn;
Toronto: Constellation Hotel;
New York: Sheraton LaGuardia.

7. Contact Mr. George T. Holloway, Executive Director, National Catholic Development Conference, 130 East 40th Street, N.Y., N.Y. 10016. Phone (212) 683-8508.

8. Discussion of Trends and Techniques on all aspects of fund raising and development.

1. DONOR FINANCIAL PLANNING SEMINARS

2. Brakeley, John Price Jones Inc.

3. At the request of institutions or professional groups.

4. To orient development officers to the use of estate planning in fund raising.

5. Lecturer's fee $500 per diem.

6. As determined by sponsoring group.

7. Write to Brakeley, John Price Jones Inc., Donor Financial Planning, 6 East 43rd Street, New York, New York 10017.

8. The program covers estate analysis, will drafting and review, estate planning aspects of charitable giving, management of planned giving programs, prospect file administration, promotional techniques, functions and management of Trusts and Legacies Committees.

1. PLANNED GIFTS TRAINING PROGRAM

2. Kennedy Sinclaire, Inc.

3. January 12-17, 1975; June 8-13, 1975; and September 7-12, 1975. All classes will be held in New Jersey.

4. Trainee must be the person in the organization who is directly responsible for the planned gift program.

5. $1,800 covers pre-class basic correspondence course, 5-day seminar, sales manual, and one set 35mm slides illustrating various gift plans, and the Annual Planned Gifts Workshop. Also included is an invitation for the President or Chief Executive Officer to attend the Planned Gifts Training Program.

6. Lodging at nearby motel approximately $25 per day for room and meals.

7. Apply to Kennedy Sinclaire, Inc., 524 Hamburg Turnpike, Wayne, New Jersey 07470, Attention: Mr. Raymond L. Killeen, Vice President. Phone (201) 345-2000.

8. Participant required to complete basic correspondence course prior to attendance at week-long seminar. Curriculum includes fundamentals of estate, gift, and income taxation affecting gifts and bequests. Equal emphasis given to sales techniques for obtaining a charitable gift. Planned Gifts Sales Manual illustrates through charts and tables various methods of giving, with emphasis on tax advantages. Most up-to-date communications methods, including video monitoring system, help participants perfect "simulated" presentations to prospective donors, critiqued by Kennedy Sinclaire faculty.

   In addition to regular seminars, special "in-house" training sessions can be held at the institution. Minimum class is 15 participants. Special fee available.

1. NATIONAL PLANNED GIVING INSTITUTE SCHOOL IN FINANCIAL DEVELOPMENT

2. Robert F. Sharpe and Company, Inc.

3. Six seminars held in Memphis, Tennessee: January 27-29, 1975; January 29-31, 1975; April 14-16, 1975; April 16-18, 1975; October 6-8, 1975; and October 8-10, 1975.
Two seminars held in Colorado Springs, Colorado; June 16-18, 1975; and June 18-20, 1975.

4. All eight of these seminars complete a comprehensive program for the charitable institution's officer who will become a student in the deferred giving field; the individual participant may choose one or more seminars to suit his need.

5. $250 per seminar; $1,500 for all eight seminars, payable in advance.

6. Memphis, Tennessee; Glen Eyrie, Colorado Springs, Colorado.

7. Registration required 10 days prior to the time seminar commences. Apply to Robert F. Sharpe and Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157. Note: Other basic one and two-day seminars are held throughout the year in different parts of the country. Write for details.

8. Titles of seminars (in same order as above): Charitable Estate Planning; Charitable Estate Planning (Advanced); Giving Through Charitable Remainder Trusts, Gift Annuity Contracts, Wills and Securities; Direct Mail Fund Raising and Public Relations; Charitable Giving Through Life Insurance, Unitrusts, Annuity Trusts, Life Income and Life Estate Contracts; Foundations, Corporations, Annual and Memorial Gifts; A Comprehensive Financial Development Program for Your Institution; Taxes and Giving (both current and deferred).

1. ADVANCED WORKSHOP IN PLANNED GIVING

2. Robert F. Sharpe and Company, Inc.,
National Planned Giving Institute

3. March 5-6, 1975, Chicago, Illinois;
November 19-20, 1975, Memphis, Tennessee.

4. Experienced planned giving officers or directors of development.

5. $250 covers tuition and materials.

6. Write for information.

7. Registration required 10 days prior to opening of seminar. Apply to Mrs. Dot Walker, Seminar Coordinator, Robert F. Sharpe and Company, Inc., 5050 Poplar Avenue, Memphis, Tennessee 38157. Phone (901) 767-2330.

8. Practicing the theory of Planned Giving - preparing for and conducting the interview, planned giving documents review, case studies, estate check-ups, new decisions in tax laws, giving opportunities through employee pension and profit-sharing plans. Speakers: Robert F. Sharpe and Philip Ray Converse, LL.B.

1. ANNUAL INSTITUTE FOR FINANCIAL DEVELOPMENT

2. Robert F. Sharpe and Company, Inc.,
National Planned Giving Institute

3. June 16-18, 1975, Glen Eyrie, Colorado Springs, Colorado.

4. Should have some experience in the field.

5. $225, plus room and board. Fee includes $50 registration, all lectures and workshops, notebooks, sample materials, tax forms.

6. Glen Eyrie, private conference center. Families welcome.

7. For further information, contact Mrs. Dot Walker, Robert F. Sharpe and Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157.

8. A refresher course in deferred giving plans, taxes in charitable giving, and deferred giving programs by mail. Estate planning sessions. Lectures, case studies, role playing, filmstrips, i.e., "How to Conduct a Wills Clinic". Appropriate as a refresher course for experienced development personnel; also practical introduction for novices in the planned giving field.

1. SEMINAR ON TAXES-AND-GIVING

2. Robert F. Sharpe and Company, Inc.,
National Planned Giving Institute

3. June 18-20, 1975, Glen Eyrie, Colorado Springs, Colorado.

4. Should have some experience in the field.

5. $225, plus room and board. Fee includes $50 registration, all lectures and workshops, notebooks, sample materials, tax forms.

6. Glen Eyrie, private conference center.

7. For further information contact Mrs. Dot Walker, Robert F. Sharpe and Company, 5050 Poplar Avenue, Suite 1222, Memphis, Tennessee 38157.

8. Taxes as related to charitable giving: Income, gift and estate taxes as applied to charitable estate planning; conducting the interview, calculating deductions, estate analysis, preparing alternatives. Speaker: Philip Ray Converse, LL.B., Vice President of Robert F. Sharpe and Company, authority on the subject of taxes and charitable giving and estate planning.

1. PLANNED GIVING PROGRAM SEMINARS:

   (a) HOW TO GET BETTER RESULTS FROM YOUR PLANNED GIVING PROGRAM

   (b) HOW TO USE TAX INCENTIVES IN MARKETING YOUR PLANNED GIVING PROGRAM

2. Robert F. Sharpe and Company, Inc., National Planned Giving Institute.

3. November 17-18, 1975, Philadelphia, Pennsylvania; November 19-20, 1975, Chicago, Illinois; December 2-3, 1975, Los Angeles, California.

4. Open.

5. $125 per seminar ($250 for both); 2nd person from same organization may attend for $100 for one seminar ($200 for both).

6. Write for details.

7. Registration required 10 days prior to opening of seminar. Apply to Mrs. Dot Walker, Seminar Coordinator, Robert F. Sharpe and Company, Inc., 5050 Poplar Avenue, Memphis, Tennessee 38157. Phone (901) 767-2330.

8. One day seminars:
   (1) Planning, Marketing and Managing Your Planned Giving Program--Robert F. Sharpe
   (2) Increasing the Size of Your Gift Through Tax Techniques--Philip Ray Converse, LL.B.

1. GRANTSMANSHIP MANAGEMENT

2. University Resources, Inc.

3. New York City: January 23-24; February 20-21; March 20-21; April 17-18; May 22-23; June 19-20; July 24-25; August 21-22; September 18-19; October 23-24; November 20-21; December 15-16, 1975.
San Francisco: January 30-31; February 27-28; March 24-25; April 24-25; May 29-30; June 26-27; July 31-August 1; August 28-29; September 25-26; October 30-31; November 24-25; December 18-19, 1975.

4. Educators interested in funding sources for research, development, construction, and special projects.

5. $285 covers texts, materials, lunches and private consultations.

6. New York - Gramercy Park Hotel;
San Francisco - Westbury Hotel.

7. Apply on prescribed form to Registrar, University Resources, Inc., 4 Gramercy Park West, New York, New York 10003. Phone (212) 765-1677.

8. Seminar limited to 15 registrants. Not a lecture; workshop learning by doing. Participants explore problems, sources of funds, how to file an application and program evaluation. Includes federal and state grants, and foundations and corporation grants.

1. ELEVENTH AND TWELFTH INSTITUTES ON FEDERAL FUNDING FOR COLLEGES, UNIVERSITIES, AND NONPROFIT ORGANIZATIONS

2. National Graduate University

3. Eleventh Institute: March 25-26, 1975, Washington, D.C.
   Twelfth Institute: September 9-10, 1975, Washington, D.C.

4. Administrators of academic nonprofit and governmental institutions.

5. $130: registration, conference materials, two lunches, coffee and reception. The book, Grants Administration, published by National Graduate University, is available with the registration for $10.

6. Sheraton Park Hotel, Washington, D.C.

7. Apply to Dr. Jean K. Boek, Director, Division of Special Studies, National Graduate University, 4308 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

8. The increasing pressures on limited national funds make it imperative that federal monies be used as efficiently as possible. The objective of these informational conferences, therefore, is to assist administrators of academic nonprofit and governmental institutions in managing the search for, negotiation of, expenditure of, and audit of federal money for research, training, demonstration, and services. At each institute well-informed authorities closely involved in directing federal programs describe funding levels of their agencies, policies and plans for channeling these monies into extramural projects during the coming months and avenues of further information including legislation and guidelines. Opportunity is provided for participants to meet with and ask questions of speakers during sessions. For information on speakers and topics to be discussed contact the Division of Special Studies.

1. EDUCATIONAL BROADCASTING INSTITUTE: SEMINAR IN PROPOSAL WRITING

2. National Association of Educational Broadcasters

3. To be announced.

4. No specific eligibility requirements.

5. Members of NAEB: $150; Non-members: $200. Includes tuition, materials, one dinner and two lunches. Scholarships available for women and minority members.

6. To be arranged separately by participants.

7. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

8. A new course designed to assist proposal writers in the structure, philosophy, and operating procedures of major fund-producers.

STUDENT SERVICES

1. 1975 ANNUAL CONFERENCE OF NASPA

2. National Association of Student Personnel Administrators

3. March 30 through April 2, 1975, San Francisco, California.

4. & 5. $20 to $65 for members; $70 visitors: Includes all conference sessions, one banquet meal included in all fees except $20--this rate available only to Student Affiliates.

6. San Francisco Hilton Hotel: Single $24-$34; Double $33-$43.

7. Contact NASPA Central Office, Portland State University, P.O. Box 751, Portland, Oregon 97207. Deadline for member early registration is March 14.

8. "The Ecology of the Learning Environment: Vital Issues--Varied Approaches". Vital Issues: Academic advising, career education, orientation (transfer, freshmen), non-traditional programs, Title IX, commuter student concerns, issues and institutional liability. Professional Development: affirmative action, collective bargaining, staff in-service training programs, faculty responsibility in student development, staff evaluation, role of chief student affairs administrator on the college management team. Major speakers: Juanita M. Kreps, King V. Cheek, Jr., Robert McAfee Brown, Leland Kaiser, K. Patricia Cross, James Rhatigan, James G. March, Wellford W. Wilms, James R. Appleton.

1. PRE-CONFERENCE WORKSHOP - "VALUE CLARIFICATION - ITS USE WITH STUDENTS"

2. National Association for Women Deans, Administrators and Counselors

3. April 2, 1975, Philadelphia, Pennsylvania.

4. Open--Advance registration required.

5. $25--registration and materials.

6. Bellevue-Stratford Hotel, Philadelphia, Pennsylvania.

7. Deadline: March 14, 1975. Contact Joan M. McCall, 1028 Connecticut Avenue, N.W., Suite 922, Washington, D.C. 20036.

8. This is a mini-training program to assist counselors, and persons interested in working with students, to develop the necessary skills to help students clarify and identify their values.

1. AASEC EIGHTH NATIONAL SEX INSTITUTE

2. American Association of Sex Educators and Counselors

3. April 2-5, 1975, Washington, D.C.

4. A professional involvement with sex education or sex counseling - teachers, social workers, physicians, nurses, psychologists, health educators, etc.

5. Registration: $40 - members; $50 - non-members.

6. Washington Hilton Hotel, Washington, D.C.

7. For further information concerning Institute registration and/or AASEC membership, write: AASEC, 5010 Wisconsin Avenue, N.W., Suite 304, Washington, D.C. 20016. Phone (202) 686-2523.

8. The meetings will have the dual themes of The New Sex Counseling and The New Sex Education. Several demonstration research programs dealing with new forms and processes in peer group counseling will be featured. In addition, a full day will be spent in workshop activities concerned with sex education curriculum which will include areas of sexual identity, sexism, and new dimensions to masculinity and feminity. Several outstanding women from the liberation movement will translate their philosophy into workable lesson plans. Sex and the Law as it concerns sexist justice will be explored by liberated lawyers of both sexes.

   Outstanding participants on the program will include: John Money, Johns Hopkins Medical School, Department of Psychiatry; Shirley and Leon Zussman, Long Island Jewish Memorial Hospital, Human Sexuality Program; Marilyn Fithian and William Hartman, Center for Marital and Sex Therapy, Long Beach, California; Albert Ellis, Director, Advanced Institute for Rational Emotive Therapy, New York, New York; David and Vera Mace, Co-Directors of ACME; Alex Levay, Psychoanalyst, New York City, Mai Britt-Bergstrom, International sex expert, Stockholm, Sweden.

1. AUTHENTIC RELATIONSHIPS WITH MINORITIES

2. School Management Study Group (SMSG)

3. August 15-16, 1975, Salt Lake City, Utah.

4. Open.

5. $50 registration, materials, lunch.

6. Tri-Arc Motor Lodge, 6th South and 2nd West, Salt Lake City, Utah: Rates $18-$28.

7. Contact Dr. Donald Thomas, School Management Study Group, 860 18th Avenue, Salt Lake City, Utah 84103.

8. Building Authentic Relationships With Minorities: Active Listening, Black History, Black English, Understanding Black Culture, and Developing Minority Curriculum.

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1. WORKSHOP ON DECISION MAKING AND POLICY FORMULATION FOR STUDENT PERSONNEL ADMINISTRATORS

2. Indiana University

3. July 6-11, 1975, at Indiana University, Bloomington, Indiana.

4. A position in higher education which involves decision-making and policy formulation.

5. $125 covers all conference costs except for academic credit which may be earned by additional work and special registration.

6. Participants live in a conference center within a residence hall area.

7. Apply by July 1 to Dr. Robert H. Shaffer, Professor-Higher Education, School of Education - 236, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0213.

8. The workshop will emphasize the need for student personnel administrators to strive for the congruence of institutional goals; to contribute to methods and techniques of effective decision-making and sound policy formulation; and to be skilled in insuring student personnel involvement and input at various levels of institutional governance. Presentation, readings and discussions will place greater emphasis upon system concepts, establishing objectives, resolving goal conflicts and clarifying roles than upon the forms and mechanics of governance and administration. Participants will have the opportunity of presenting and analyzing problems, issues and dilemmas from their own institutions, as well as discussing theoretical models. They are expected to have experience in some phase of administering student affairs. Individuals desiring to do so may earn up to two hours graduate credit by special registration.

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1. WORKSHOP - ADMINISTERING CAMPUS ACTIVITIES

2. Indiana University and Commission IV of American College Personnel Association

3. July 6-11, 1975, Indiana University, Bloomington, Indiana.

4. Experience in student activities or position in working with out-of-class activities.

5. $125 covers all conference costs except for academic credit which may be earned by additional work and special registration. Fees for academic credit are extra.

6. Participants live in a conference center within a residence hall area.

7. Apply by June 15 to Dr. Elizabeth A. Greenleaf, School of Education - 226, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0175.

8. Advising student activities. The week workshop will have as an objective an evaluation of trends of current day student activities. Consideration will be given to needs and interests of students, students' concerns and needs for group identification, innovative programs and problems related to administering an activities program. One or two credit hours may be arranged at $29 per credit hour for Indiana residents, or $65 per credit hour for non-residents.

1. WORKSHOP - STUDENT RESIDENCES

2. Indiana University and the National Association of Women Deans and Counselors

3. June 15-20, 1975 Indiana University, Bloomington, Indiana. (Given annually)

4. Admission limited to 50 professional staff with experience in working with students in living situations and who hold at least a bachelor's degree.

5. $125 covers all conference costs except for academic credit which may be earned if participants qualify and desire. One or two credit hours may be arranged at $29 per credit hour for Indiana residents, or $65 per credit hour for non-residents.

6. Participants live in a conference center within a residence hall area.

7. Apply by June 1, 1975 to Dr. Elizabeth Greenleaf, School of Education - 226, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-0175.

8. The purpose of the Workshop is to provide an opportunity for experienced student personnel staff to examine recent changes in higher education, changing student characteristics and needs, and administration of student housing. Emphasis will be placed on means by which various types of institutions can meet the need for diversity of housing units and diversity of hall programs.

1. INTER-FRATERNITY INSTITUTE

2. Indiana University

3. June 15-20, 1975, at Indiana University, Bloomington, Indiana. (Given annually)

4. Approximately 25 student personnel staff members with prime responsibility for fraternity affairs and 25 field secretaries and other professional staff members of national fraternities.

5. $175 covers room, board and all conference fees except for academic credit which may be earned if participants qualify and desire. One or two credit hours may be arranged for $27 per credit hour for Indiana residents or $62 per credit hour for non-residents. (Some fellowship aid for educators available. Contact Dr. Smith.)

6. Participants live in a fraternity house which is used as a workshop center. A retreat atmosphere is maintained throughout the week.

7. Apply by June 1, 1975, to Dr. Herbert Smith, Associate Dean of Students, Memorial Hall, Indiana University, Bloomington, Indiana 47401.

8. The institute is designed (1) to provide a broad basic orientation to the present-day college student and campus, as well as the role, potentials, and challenges faced by fraternities; (2) to develop in participants the skills and understandings needed by them to assist fraternities to achieve their objectives through strengthened internal functioning, improved programming, sound institutional relations. Emphasis is on the response fraternities must make to changes on their campuses and in their general environment. The program consists of lectures, discussions, case studies, panel presentations, visual aids, displays, informal activities. The workshop is sponsored in conjunction with the Fraternity Executives Association and is staffed by administrators from colleges and universities and national fraternities.

1. INDIANA PROFESSIONAL DEVELOPMENT SEMINAR

2. Association of College Unions-International and Indiana Memorial Union

3. July 20-26, 1975, Indiana University.

4. College Union staff members. Enrollment limited to 50.

5. $275 includes meals, housing, supplies.

6. Accommodations at Indiana Memorial Union.

7. Apply to Mr. Richard Blackburn, Indiana Memorial Union, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-3561.

8. A seminar with emphasis on management of college unions/centers. Academic and administrative departments of the University will be involved. Experienced full-time faculty members, accustomed to working as a team, will conduct the majority of the program. Ample time provided for informal discussions. Topics include: objectives and problem solving, planning concepts, organizational structures and funds, labor relations, financial management, application of management activity, power structures in higher education, new directions for student personnel, and marketing the college union.

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1. ADMISSIONS, PUBLIC RELATIONS, AND STUDENT RETENTION SEMINARS

2. Johnson Associates, Inc.

3. Arranged by previous planning at request of colleges,
& consortia, or cooperating colleges.
4.

5. Negotiable based on time and staff, plus expenses of Johnson Associates' staff and speakers.

6. At convenient airport or campus locations.

7. Planned at least 4-6 weeks in advance. Write to Dennis L. Johnson, President, Johnson Associates, Inc., 1301 West 22nd Street, Suite 212, Oak Brook, Illinois 60521. Phone (312) 325-1177.

8. Individual colleges or college groups examine the critical need for cooperation between the admissions and public relations offices. Problem solving and team planning with individuals and offices in focus. Areas of possible conflict and probable cooperation are defined and discussed. Time allowed for individual counseling. Retention, as part of total college responsibility, is a major focus. Why do students attend, stay, and leave? Questions that must be asked at any institution.

1. MANAGEMENT SEMINARS IN MANAGING ADMISSIONS

2. Johnson Associates, Inc., in cooperation with individual colleges, consortia, or organizations.

3. & 4. By mutual planning and consent based on request of groups or colleges.

5. Negotiable based on time and staff plus expenses of Johnson Associates staff and speakers.

6. At convenient airport motel locations or on a campus.

7. Planned at least 4-6 weeks in advance. Write to Dennis L. Johnson, President, Johnson Associates, Inc., 1301 West 22nd Street, Suite 212, Oak Brook, Illinois 60521. Phone (312) 325-1177.

8. Two and three day sessions for individual colleges or groups of colleges. Includes president and key administrators. Johnson Associates staff and selected leaders chair the sessions--"A focus on problem solving and audience involvement, not papers or speeches". Topics include: (1) role of admissions for entire college management, (2) personnel and programs, (3) publications and communications, (4) video taping of individuals in role-playing situations, and (5) requests of participants in selected areas.

1. INTERMEDIATE LEVEL WORKSHOP IN STUDENT FINANCIAL AIDS

2. Midwest Association of Student Financial Aid Administrators

3. June 1975 (one week), undetermined location in Illinois.

4. This workshop will be designed for financial aids personnel with two to five years experience in the field.

5. Not yet determined; approximately $175 will cover all expenses, including room and board.

6. University Residence Hall.

7. To apply, contact Dr. Walter North, Director of Student Financial Aid, Knox College, Galesburg, Illinois 60401. Phone (304) 343-0112.

8. The curriculum will cover a few topics in depth. Lectures, seminars, and informal discussions will be led by experienced aids officers.

1. STUDENT LOAN ADMINISTRATION WORKSHOP

2. National Association of College and University Business Officers with assistance of the Association of Independent Colleges and Schools, National Association of College and University Attorneys, National Association of Student Financial Aid Administrators, and National Association of Trade and Technical Schools

3. January 19-21, 1975, Jacksonville, Florida;
February 2-4, 1975, San Diego, California;
February 16-18, 1975, Seattle, Washington;
March 9-11, 1975, Cincinnati, Ohio.

4. Business officers and financial aid officers involved in administration and repayment of student loans. Others interested in and concerned with the subject of student loans are welcome to attend.

5. $90 per registrant; $160 per institutional team of one business and one financial aid officer. Fee includes one dinner, one luncheon, coffee breaks and workshop materials.

6. Jacksonville, Florida: Robert Meyer Hotel;
San Diego, California: Sheraton Inn-Airport;
Seattle, Washington: Washington Plaza Hotel;
Cincinnati, Ohio: Stouffer's Cincinnati Inn.

7. Contact Student Loan Administration Workshops, NACUBO, One Dupont Circle, Suite 510, Washington, D.C. 20036.

8. The Workshop program will provide an opportunity for the increasing of knowledge and exchanging of ideas on student loan administration. Question and answer periods will follow the presentations which include the following topics: sources of funding and selection of recipients, disbursement of and accounting for funds, collections, recordkeeping, delinquencies, high risk borrowers, skip-tracing, bankruptcy, litigation, and other pertinent subjects.

AUXILIARY SERVICES

C.I

1. SEVENTH ANNUAL MEETING OF NATIONAL ASSOCIATION OF COLLEGE AUXILIARY SERVICES

2. National Association of College Auxiliary Services

3. November 2-5, 1975, McCormick Inn, Chicago, Illinois.

4. Administrators interested in college auxiliary services.

5. Registration fee approximately $85.

6. McCormick Inn, European Plan, convention rates for rooms. Most meals included in registration fee.

7. Contact: Stan Clark, Executive Director, National Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

8. Speakers, panels, workshops covering various phases of college auxiliary services--food service, bookstores, vending, housing, general management, purchasing, personnel, public relations, education, etc. Tours of Chicago sights to be included in the program.

1. SEVENTH ANNUAL MEETING OF EASTERN ASSOCIATION OF COLLEGE AUXILIARY SERVICES

2. Eastern Association of College Auxiliary Services

3. October 1 - 3 1975, Granit Hotel, Korhonkson, New York 12446.

4. College and university administrators interested in college auxiliary services.

5. Approximately $40 registration fee.

6. Granit Hotel, $28 per day per person.

7. Contact: Stan Clark, Secretary-Treasurer, Eastern Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

8. Speakers, panels, workshops covering various phases of college auxiliary services - Food Service, Bookstores, Vending, Housing, General Management, Purchasing, Personnel, Public Relations, Education, etc.

1. FIFTY-SECOND CEFP ANNUAL INTERNATIONAL CONFERENCE

2. Council of Educational Facility Planners, International

3. September 21-25, 1975, Houston, Texas.

4. No specific eligibility requirements.

5. Registration fees--$40 for Council members, $60 for non-member guests.

6. Accommodations at Hyatt Regency Hotel, Houston, Texas. Convention rates have not been set at this time. Average around $25 single, $32 double.

7. Pre-registration forms and program information will be available approximately July, 1975. Inquiries should be directed to J.E. Klepser, Director of Communications, Council of Educational Facility Planners, International, 29 West Woodruff Avenue, Columbus, Ohio 43210. Phone (614) 422-1521.

8. Major presentation and workshops for 3 1/2 days on all aspects of planning, designing, equipping and maintaining the physical environment of education, from pre-school to university level. Specific programs for higher education facilities and campus planning. Visits to local facilities of interest part of program activities. Specific program has not been planned as of this date. Complete details will be contained in pre-registration mailing.

1. 17th ANNUAL WORKSHOP PROGRAM FOR PHYSICAL PLANT ADMINISTRATORS

2. Association of Physical Plant Administrators of Universities and Colleges

3. August 3-8, 1975, University of Cincinnati; August 10-15, 1975, University of California at Santa Barbara.

4. No specific eligibility requirements.

5. Cincinnati--$100 registration; California--$100 registration (fees subject to slight change).

6. Tentative rates:
Cincinnati--$50 single, $40 double (residence hall);
California--$100 single, $90 double (includes meals).

7. July 1, 1975 registration deadline for $25 deposit. Apply to Cincinnati: Richard Neidhard, Associate Director of Physical Plant, University of Cincinnati, Cincinnati, Ohio 45221; California: Philip Rector, Director of Physical Plant, California Institute of Technology, 1201 East California Boulevard, Pasadena, California 91011.

8. First course includes: Housekeeping, Utility Management, Personnel Management, Safety Programs, Work Control Systems, Landscaping, Communications, Maintenance and Operations; Budget and Accounting, Case Studies.
Second course (intermediate): Personnel Management, Preventative Maintenance Programs, Scheduled Maintenance, Employee Organizations, Employee Motivation, Management Information Systems, Management of Your Time, Management by Objective, Problem Solving and Case Studies.
Third course (advanced): Role of Physical Plant in Educational Institute, Use of Contracting, Campus Planning, Personnel Management, Impact of OSHA, The Energy Crisis and the Campus, Seminars.

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1. REMODELING, RENOVATION AND CONVERSION OF EDUCATIONAL FACILITIES WORKSHOP

2. Association of Physical Plant Administrators of Universities and Colleges

3. January 27-29, 1975, San Diego, California; March 10-12, 1975, Atlanta, Georgia.

4. No restrictions on participation.

5. Registration fees of $85 includes one lunch, one reception/dinner, coffee breaks, and other meeting expenses and honorariums.

6. San Diego: Sheraton-Harbor Island, Single $20; Twin/Double $25.
   Atlanta: Sheraton-Biltmore, Single $23; Twin/Double $30.

7. Brochure and registration form available from APPA, Suite 525, One Dupont Circle, Washington, D.C. 20036. Registrants accepted until one week before each meeting, but hotel accommodations can only be assured three weeks in advance.

8. Program topics include: Planning and Establishing a Program, Considerations for Remodeling, Renovation and Conversion (panel discussion), Recycled Environments, Real and Hidden Costs of Remodeling, Energy Conservation Considerations, Cost Differences Between New Construction and Remodeling, Michigan State University Residence Halls Remodeling, Cost Estimating for Renovation, Life Cycle Method: Second Generation to Construction Management, In-House vs. Outside Contractor, Planning Approach to Building Conversion. Program starts at 1 p.m. on Mondays and concludes at noon on Wednesdays.

1. FACILITIES MANAGEMENT SYSTEMS AND INVENTORY TECHNIQUES (INSITE)

2. Massachusetts Institute of Technology

3. August 4-8, 1975, Massachusetts Institute of Technology, Cambridge, Massachusetts.

4. No specific eligibility requirements.

5. Tuition not established at this time. Fee covers the entire one-week course and is established by the Director of Summer Session.

6. Accommodation to be arranged and paid for separately by participants. Some MIT student residence housing is available at reasonable costs.

7. To apply, contact Professor James Austin, Director, Summer Session Office, E19-356, Massachusetts Institute of Technology, Cambridge, Massachusetts 02139.

8. During the past few years there has been a rapid development in techniques for planning, allocating, and operation of physical facilities that are large and/or rather complex. This program is designed to provide a useful knowledge of these contemporary techniques and to provide the ability and confidence to apply these concepts and techniques to the participant's own physical resources. Emphasis will be placed on: (1) development of a working understanding of these fundamental ideas and procedures; and (2) applying them to actual facilities management problems. Each registrant will be provided with a complete set of printed notes covering the subject matter; state and federal guidelines relating to facilities inventory classification and data element definition; the opportunity to observe a demonstration of the on-line computerized model recently developed at M.I.T. for capital-budgeting projections.

1. 27th ANNUAL CONFERENCE OF ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

2. Association of College and University Housing Officers (ACUHO)

3. July 20-24, 1975, Kent State University, Kent, Ohio.

4. All members of the Association and others interested in college and university housing.

5. Registration fee covers program costs and materials: approximately $50--member, $65--non-member.

6. Participants will be housed and fed in Kent State University residence halls and dining halls. Costs not finalized at this time.

7. Information may be obtained by writing to Mr. Joel S. Rudy, Dean for Student Residence Life, Moulton Hall, Kent State University, Kent, Ohio 44242.

8. While the program is not yet finalized, it will cover all aspects of student housing; i.e. administration, educational programs in residence halls, budgeting for residence halls, food service programs in residence halls, research, training, and professional development.

1. NACS MANAGEMENT SURVEY/SEMINAR

2. National Association of College Stores

3. July 12-18, 1975, Oberlin, Ohio;
July 25 through August 1, 1975, Stanford, California.

4. This course is a two-summer program, with each portion offered concurrently. The Survey is designed for college store personnel including neophytes and individuals newly assigned to management responsibilities, while the Seminar is designed for experienced college store managers, assistant managers and department heads exercising substantial supervisory responsibility. The complete course, which takes two summers to finish, is open to all individuals interested in the college store field, whether currently employed in a college store or not.

5. $175 covers room, board, registration and materials.
&
6.

7. Applications available from, and returnable to the National Association of College Stores, 528 East Lorain Street, Oberlin, Ohio 44074, between May 1 and July 10, 1975.

8. Write for descriptive brochure between May 1 and July 10, 1975.

1. NACS ADVANCED SEMINAR

2. National Association of College Stores

3. March 7-10, 1975, Cleveland, Ohio.

4. Must be a graduate of the NACS Management Seminar plus 3 additional years of experience, or have a minimum of 7 years of college store experience plus have active supervisory responsibilities at the time of application.

5. To be announced.

6. Will be included in package fee.

7. Applications available from and returnable to the National Association of College Stores, 528 E. Lorain Street, Oberlin, Ohio 44074, between December 1, 1974 and March 1, 1975.

8. Course will cover theories of management, developing your management skills and techniques, supervision and motivation with emphasis on small group problem solving sessions and case studies.

1. ABA-NACS BOOKSELLERS SCHOOL

2. American Booksellers Association and National Association of College Stores

3. February 27 through March 3, 1975, Colorado Springs, Colorado;
March 13-17, 1975, New York, New York.

4. Open to practicing or prospective booksellers, either owners or employees.

5. $200 covers room, board (except breakfast),
& registration and materials.
6.

7. Applications available from the American Booksellers Association, 800 Second Avenue, New York, New York; or the National Association of College Stores, 528 E. Lorain Street, Oberlin, Ohio, between December 26 and February 20, 1975. Applications returnable to The Booksellers School, 528 E. Lorain Street, Oberlin, Ohio 44074.

8. A comprehensive course in the selling of trade books (non-required books in a college store). The course includes planning, budgeting, title selection and management decisions and problems.

1. NAEB PURCHASING INSTITUTE

2. National Association of Educational Buyers

3. March 17-20, 1975, Chicago, Illinois.

4. Administrative employees of colleges and universities.

5. Fees to be determined.

6. Lake Shore Club, Chicago, Illinois.

7. Contact National Association of Educational Buyers, 111 Cantiague Rock Road, P.O. Box 826, Westbury, New York 11590. Phone (516) 681-8010.

8. A training course to provide a working knowledge of the full range of purchasing operations of educational institutions.

1. 17th ANNUAL CONFERENCE - INTERNATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY SECURITY DIRECTORS

2. International Association of College and University Security Directors

3. June 22-26, 1975, California State University, Long Beach, California.

4. Members and Guests - Spouses and families are encouraged to attend.

5. $50 registration fee for membership, $100 registration fee for non members. Registration covers all Conference sessions, opening reception and dinner, closing banquet and other social activities.

6. Attendees will be housed and fed in campus facilities at nominal rates.

7. Inquiries should be addressed to John W. Powell, Executive Secretary, IACUSD, 2600 Dixwell Avenue, Hamden, Connecticut 06514.

8. Program will consist of main speakers as well as a number of workshop panel discussions dealing with security problems faced on campus today and successful security programs. It is aimed at the professional security or campus law enforcement director.

1. OCCUPATIONAL SAFETY AND ENVIRONMENTAL HEALTH

2. Campus Safety Association

3. July 7-10, 1975, University of Calgary, Calgary, Alberta, Canada.

4. College and university administrators.

5. $45 registration fee (covers hospitality receptions and banquet).

6. Room and board will be available on campus. The cost will be indicated at a later date.

7. Contact Mr. Ken Fay, Environmental Safety Officer, University of Calgary, Calgary 44, Alberta, Canada.

8. Environmental health and safety programs and speakers will be announced at a later date.

1. ANNUAL CONFERENCE - UIMA

2. University Insurance Managers Association

3. October 1975, San Francisco, California.

4. UIMA member or University staff member handling casualty or employee benefit plans.

5. Usually $50 registration fee.

6. Not yet determined.

7. Contact Irvin Nicholas, Insurance and Risk Manager, University of California - Berkeley, 485 University Hall, Berkeley, California 94720.

8. Insurance seminars.

MISCELLANEOUS CONFERENCES

1. ANNUAL NATIONAL CONFERENCE ON HIGHER EDUCATION

2. American Association for Higher Education

3. March 23-26, 1975, Chicago, Illinois.

4. Anyone interested and willing to pay registration fee (reduced rate for AAHE members).

5. AAHE member, regular: $30
   AAHE member, student: $10
   Non-AAHE member, regular: $60
   Non-AAHE member, student: $30
   Advance registration fees. For on-site registration, add $5 to each category.

6. The Conrad Hilton, Chicago, Illinois, is headquarters hotel and where all meetings are held. Participants make their own room and board arrangements.

7. Advance registrations must be received no later than February 15, 1975: AAHE, One Dupont Circle, Suite 780, Washington, D.C. 20036. For additional information contact Anne C. Yates, Assistant Executive Director, AAHE.

8. Central focus will be on learner-centered reforms in curriculum, evaluation, finance, and structure in postsecondary education.

1. REGIONAL PROGRAMS OF THE AMERICAN ASSOCIATION FOR HIGHER EDUCATION

2. American Association for Higher Education plus host or co-sponsoring institution

3. During winter and spring, 1975 (exact dates not yet set). Locations: Bethany, West Virginia; Dayton, Ohio; Des Moines, Iowa; Durham, New Hampshire; Lake Forest, Illinois; Lubbock, Texas; Madison, Wisconsin; New York, New York; Princeton, New Jersey; St. Louis, Missouri; Syracuse, New York; Toronto, Canada; somewhere in California, and a series in Ohio.

4. Open to all interested persons.

5. To be established. Most conferences are low-cost, and fees cover the conference only. There will be a discount for AAHE members.

6. Not yet established.

7. Contact Ms. Cricket Levering, Staff Assistant for Regional Programs, American Association for Higher Education, One Dupont Circle, Suite 780, Washington, D.C. 20036.

8. A series of approximately 20 regional conferences, with a variety of topics related to AAHE's theme for 1974-75, "learner-centered reform."

1. FIFTH ANNUAL CONFERENCE - CALIFORNIA ASSOCIATION FOR INSTITUTIONAL RESEARCH

2. California Association for Institutional Research

3. February 18-19, 1975, San Francisco, California.

4. Researchers, faculty, administrators, and graduate students interested in academic planning and institutional research.

5. Conference Fee/Registration: Regular $10; Student $5.

6. Sir Francis Drake Hotel, Powell and Sutter, San Francisco, California. Room reservations must be received by February 1, 1975.

7. Complete and mail registration form by February 5, 1975. Contact Sidney Suslow, Office of Institutional Research, University of California, Berkeley, California 94720, for program and registration form.

8. Theme: Evaluating Accreditation for Non-Traditional Versus Traditional Programs
Keynote Speaker: Kay J. Anderson, Executive Director, Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities.
Address: Accreditation for Non-Traditional Community College Programs, by Louis F. Batmale, Chancellor Superintendent, San Francisco Community College District
Address: Tradition and Change in Accreditation, by Jonathan R. Warren, Research Psychologist, Educational Testing Service, Berkeley
Address: Evaluation Strategies for Traditional and Non-Traditional Programs, Charles O. Neidt, Academic Vice President, Colorado State University
Contributed Papers: Two sessions; Discussion Groups
Panel: Evaluation of the Objectives and Goals of Accreditation, Chaired by Terry F. Lunsford, University of California, Berkeley
Panel: Evaluation of Accreditation Methods, Chaired by E.K. Williams, Vice Chancellor, University of Redlands.

1. EDUCATIONAL TESTING SERVICE, PROGRAMS OF CONTINUING EDUCATION

2. Educational Testing Service, Princeton, New Jersey

3. Schedule is listed below under item #8.

4. Educators, educational administrators, counselors, directors of educational research, teachers.

5. $285 includes tuition cost, educational materials, opening night reception and dinner, faculty reception and dinner.

6. Henry Chauncey Conference Center, Educational Testing Service, Princeton, New Jersey. Rates: Single $28; Double $34.

7. Applications desired 30 days prior to course offering. Contact Robert H. Parker, Course Chairman, Educational Testing Service, Princeton, New Jersey 08540. Phone (609) 921-9000.

8. ETS Intensive Resident Courses are highly structured, five-day, in-residence learning experiences--problem-oriented, content-centered, modular-designed--utilizing team teaching, multimedia presentations, simulation exercises, and other interactive techniques.

Performance-Based Teacher Training and Assessment
January 6-10; June 23-27, 1975
Program Planning & Assessment in Continuing Education
February 3-7; June 9-13; August 11-15, 1975
Educational Planning in the Public Schools
January 13-17; September 22-26, 1975
Assessment for the Guidance of Minorities and the Educationally Disadvantaged
March 10-14; October 20-24, 1975
Criterion-Referenced & Objectives-Referenced Measurement
April 21-25; October 6-10, 1975
Guidance and Assessment of Non-traditional Learning
May 5-9; December 8-12, 1975
Higher Education--Institutional Self Study
June 16-20; October 13-17, 1975.

1. UNIVERSITY CONSULTANTS WORKSHOP PROGRAMS
(see #8 below)

2. University Consultants, Inc.

3. Late spring, summer and early fall; two-day workshops; Boston, Massachusetts.

4. No specific eligibility requirements other than interest in the subject of the particular seminar.

5. Approximately $230 per seminar includes all materials and two luncheons.

6. At participants discretion.

7. For more information contact George J. Nolfi, Ph.D., President, University Consultants, Inc., 45 Hancock Street, Cambridge, Massachusetts 02139. Phone (617) 491-5828.

8. The following programs are given:
   1. Determining the Needs of Potential New Clientele in Planning New Institutional Programs for Part-Time and Adult Students
   2. Establishing Off-Campus Community-Based Educational Opportunity Centers for Increasing Access to Post-secondary Education
   3. Regional Planning and Interinstitutional Cooperation in Adult Continuing Education
   4. Statewide Comprehensive Planning for Continuing Education and Non-Traditional Study
   5. The Proprietary School in Postsecondary Career Education

   Each program will be rigorous, and will involve speaker presentation, background papers, case study discussions, and a participatory exercise in which workshop participants will collectively resolve a specific problem exercise.

1. EDUCATIONAL BROADCASTING INSTITUTE: DESIGNING EFFECTIVE INSTRUCTION

2. National Association of Educational Broadcasters

3. January 12-15, 1975, Montgomery, Alabama;
   March 23-26, 1975, Phoenix, Arizona.

4. No specific eligibility requirements.

5. NAEB Individual Members: $175; Non-members: $225. Covers tuition, materials, one dinner, three lunches. Scholarship grants available for women and minority members.

6. To be arranged individually by registrants.

7. Apply to EBI, NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

8. A new course developed and mediated by General Programmed Teaching. Provides participants with practiced design techniques essential in operating accountable instructional programs.

1. MINI-SEMINARS, 24-36 HOURS ON "POLITICS AND HIGHER EDUCATION"

2. American Association of University Administrators

3. Regional Seminars:
Chicago-Milwaukee Area (December, 1974);
Philadelphia-New Jersey Area (February, 1975);
Denver Area (May, 1975).

4. Open.

5. Approximately $60 covers registration and professional materials.

6. Locations to be determined.

7. For further information, contact Dr. James H. Ryan, Director, Division of Continuing Education, Indiana University at South Bend, South Bend, Indiana. Phone (219) 237-4263.

8. The seminars are sponsored by the Professional Development Committee of A.A.U.A. to provide critical analysis of Politics in Higher Education. The seminars will bring together administrators, faculty members, trustees and representatives from state and federal government to discuss such topics as: "The Policy and Decision Making Process of Both State Houses and Legislatures", "Cultivating Public Support for Higher Education", and "The Competition Between Private and Public Institutions for Limited Resources and the Art and Science of Lobbying".

1. LEGISLATIVE WORKSHOP

2. American Association of State Colleges and Universities

3. Either late February or early March, 1975, Washington, D. C.

4. Association members - Presidents and Chancellors of State Colleges and Universities; Associate members.

5. Not yet determined.
&
6.

7. Contact Office of Governmental Relations, AASCU, Suite 700, One Dupont Circle, Washington, D.C. 20036.

8. The current federal legislative situation. Speakers and guests - U.S. Representatives and U.S. Senators.

1. CRITICAL ISSUES AND DECISIONS

2. Special Programs Department, Graduate School, U. S. Department of Agriculture

3. March 28 and April 7-30, 1975, (meets Tuesdays & Thursdays in Washington, D.C.) The Special Programs Department has the capability of adapting this program to meet the needs of any specific agency or department. The courses can be conducted on site any where in the United States as an overall organization development effort or specific management development effort.

4. No specific eligibility requirements.

5. $375 includes tuition, books, materials, etc.

6. Not Applicable.

7. Write to Program Assistant, Special Programs Department, USDA Graduate School, 277 National Press Building, 529 14th Street, N.W., Washington, D.C. 20045. Phone (202) 447-3247.

8. In pursuit of this executive development, the Graduate School has designed a program that provides an opportunity for executives to sit in small groups with their counterparts. Under the personal tutelage of leading writers, scholars and statesmen, the participants become better acquainted with some of the most critical issues--from international relations to economics--with emphasis placed on conducting a joint search for knowledge and understanding in order to increase their effectiveness as executives. Scholars who have appeared in the program include Seymour Lipset, Jack Carlson, Hans Morenthau, Roy Wilkins, Philip M. Hauser, Abraham Maslow, James J. Kilpatrick, Max Lerner, Milton Friedman, Sidney Hook, Carroll Quigley, James Farmer, Sterling Tucker, James Bostain, Senator Barry Goldwater, Esther Peterson, Robert Theobald and Charles Williams.

1. NATIONAL CONFERENCE ON TRUSTEESHIP

2. Association of Governing Boards of Universities and Colleges

3. April 20-22, 1975, Washington, D.C.

4. Intended primarily for trustees, regents and chief executive officers of higher education institutions.

5. To be announced.

6. Statler Hilton Hotel, Washington, D.C.

7. Address inquiries to Association of Governing Boards of Universities and Colleges, One Dupont Circle, Suite 720, Washington, D.C. 20036.

8. Program will focus on many of the current issues of higher education, emphasizing their general impact on governance. Special sessions are offered for Board Chairmen, Board Secretaries, and for New Trustees and Regents.

1. FALL CONFERENCE FOR TRUSTEES, REGENTS, AND PRESIDENTS

2. Association of Governing Boards of Universities and Colleges

3. October 6-7, 1975, Minneapolis, Minnesota.

4. Intended primarily for trustees, regents and chief executive officers of higher education institutions.

5. To be announced.

6. Radisson South, Minneapolis, Minnesota.

7. Address inquiries to Association of Governing Boards of Universities and Colleges, One Dupont Circle, Suite 720, Washington, D.C. 20036.

8. The specific issues of higher education, highlighting their effect on governance.

1. SUMMER COUNCIL OF PRESIDENTS

2. American Association of State Colleges and Universities

3. Summer, 1975, Jackson Hole, Wyoming.

4. Presidents and Chancellors of State Colleges and Universities.

5. $20 registration fee.

6. Jackson Hole, Wyoming.

7. Registration materials available from Mrs. Mary S. Campbell, Meeting Coordinator, AASCU, Suite 700, One Dupont Circle, Washington, D.C. 20036.

8. The Program includes current topics, issues and problems related specifically to member institutions, with sessions in seminar form. Separate programs for wives and children.

PROJECTED PROGRAMS AND RELATED ACTIVITIES

THE AMERICAN ASSOCIATION OF UNIVERSITY ADMINISTRATORS held its third National Assembly in Boston, Massachusetts, April 29-May 1, 1974, and is making plans for National Assembly Four, to be held in Atlanta, Ga., April 27-29, 1975. Policy statements on collective bargaining and on the rights of administrators have been adopted. Twenty-four-hour seminars on collective bargaining and on accountability have been held in the Northeast, Southeast, Midwest, and Far West. Three similar seminars are being arranged for 1974-75 on the theme, "Politics and Higher Education." An invitational conference on major issues faced by higher education administrators will also be held. A Clearinghouse for Career Advancement has been established to serve members. A newsletter Communique is issued quarterly. Investigative services for members are provided. Chapters have been established in Alabama, Rutgers (New Jersey), and Western New York State. For further information contact Fred A. Bennett, General Secretary, American Association of University Administrators, One Library Circle, Crosby Hall, Buffalo, New York 14213. Phone (716) 245-5551.

BRAKELEY, JOHN PRICE JONES INC. has in the past offered seminars in the areas of organization, planning and governance. Though no seminars in these areas are scheduled for 1975, they will be offered in sufficient demand as indicated. For more information contact Charles A. Brecht, President, Brakeley, John Price Jones Inc., 6 East 43rd Street, New York, New York 10017. Phone (212) 697-7120.

THE COLLEGE PLACEMENT COUNCIL, INC., through its Professional Training and Development Committee, encourages and supports universities in developing and conducting national institutes for career planning and placement personnel. Most of the seven regional college placement associations affiliated with the Council conduct annual workshops for placement directors and/or employer representatives who recruit college graduates. For more information contact Warren E. Kauffman, Editor, College Placement Council, P.O. Box 2263, Bethlehem, Pennsylvania 18001.

DOUGLAS TROUT ASSOCIATES, INC. offers the development/ total approach to consulting and training for institutions of higher education. Committed to the ideal that small, private colleges are a vital and dynamic element in American education, DTA serves its clients - small, private institutions - through a team of specialists working together with a generalist senior consultant. DTA functions to educate and train a college president's staff in the total spectrum of college life - academic, administrative, financial management, long-range planning, and development master plan, establishing client independence through newly acquired competence. For further information, contact Douglas G. Trout, Ph.D., Douglas Trout Associates, Inc., 3122 Davenport Street, N.W., Washington, D.C. Phone (202) 244-7523.

ENCAT (the Encouragement of New College Administrative Talent) is a recent cooperative program of the AMERICAN COUNCIL ON EDUCATION's Office of Women in Higher Education, and Office of Leadership Development in Higher Education. The purpose is to help identify, encourage, and facilitate, mainly through regional workshops, the entry of qualified people into positions of administrative responsibility in higher education, with particular emphasis placed on women and ethnic minorities.

The first ENCAT program was a WORKSHOP FOR WOMEN CONSIDERING CAREERS IN COLLEGE AND UNIVERSITY ADMINISTRATION, held in April of 1974 in the Central East Coast area. The three-day pilot program offered speakers, seminars and case studies exploring problems, issues, and requisite skills in college administration; special concerns and considerations in career decisions; administration leadership possibilities; and professional development opportunities in higher education.

This experimental effort was so highly successful that additional ENCAT programs are being considered on a cooperative basis with regional associations, state-wide systems, and other higher educational consortia. Additional information may be obtained from the Office of Women, or the Office of Leadership Development at the American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4694.

INTERCHANGE PROGRAM FOR HIGHER EDUCATION, GOVERNMENT, AND BUSINESS PROFESSIONALS is a projected program of the Office of Leadership Development in Higher Education, American Council on Education. The overall program will include three sub-programs, each having separate requirements with the basic requirement in all three being current employment at accredited American colleges and universities.

INTERCHANGE will broker year long exchanges of faculty and administrative personnel with government and business, and will operate on a pilot basis during its first year. Individuals interested in further information should contact Dr. Thomas M. Stauffer, Office of Leadership Development in Higher Education, American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4765.

THE NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS will conduct a number of training programs in 1975 which are in the process of being developed and planned. The workshops are intended to equip beginning and experienced financial aid administrators to handle the diversity of responsibilities which accompany the position. For further information contact Richard L. Tombaugh, Executive Secretary, NASFAA, 910 17th Street, N.W., Washington, D.C. 20006. Phone (202) 785-0453.

THE NATIONAL CENTER FOR DISPUTE SETTLEMENT (NCDS) of the American Arbitration Association conducts various seminars and workshops under the general designation of Alternative Approaches to Problem Solving Using Negotiations, Mediation and Arbitration. Some activities may apply to the campus situation, others may not. Techniques used in these activities include role playing, case studies, audio-visual aids, small group discussions and general meetings. The seminars and workshops are most often developed in cooperation with other groups such as individual universities and associations, and groups of specialized professionals such as campus ombudsmen. College and university officials interested in either attending up-coming activities or cosponsoring an activity with NCDS should contact Phyllis E. Kaye, Assistant Director for Program Development, National Center for Dispute Settlement, 1212 16th Street, N.W., Washington, D.C. 20036. Phone (202) 628-1545.

CALENDAR OF PROGRAMS

CALENDAR [1/]

Dates	Activity	Location	Page
January			
6-7	Organizational Development, Supervision and Motivation	Washington, D.C.	28
6-8	Microfilm Information Systems	Washington, D.C.	96
6-10	ETS Programs of Continuing Education--Performance-Based Teacher Training and Assessment	Princeton, New Jersey	167
7-8	Direct Mail and Planned Giving Seminar	Chicago, Illinois	122
8-10	Seminar for Women Executives	USDA Graduate School, Washington, D.C.	80
9-10	Management Development Progra	USDA Graduate School, Washington, D.C.	31
10-11	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, N[illegible]th Carolina	66
12-15	Educational Broadcasting Institute: Designing Effective Instruction	Montgomery, Alabama	169
12-15	Models for Management	USDA Graduate School, Denver, Colorado	38
12-17	Managerial Grid Seminars	Atlanta, Georgia; Overland Park, Kansas	36

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12-17	Planned Gifts Training Program	Wayne, New Jersey	124
12-17	Power and Systems Laboratories	Avon Park, Florida	70
12-18	Key Executive Conference	Miami, Florida	47
12-18	Management Work Conference in Interpersonal Competence	Naples, Florida	49
13-15	Management Development By and For Women	Washington, D.C.	74
13-15	Theory Z -- Tough Positive Management	Washington, D.C.	35
13-17	ETS Programs of Continuing Education-- Educational Planning in the Public Schools	Princeton, New Jersey	167
13-31	Program for Specialists in Organization Development	Naples, Florida	29
14-15	Direct Mail and Planned Giving Seminar	Portland, Oregon	122
16-17	Direct Mail and Planned Giving Seminar	Los Angeles, California	122
19-21	Student Loan Administration Workshop	Jacksonville, Florida	146
19-24	Managerial Grid Seminar	Houston, Texas	35
20-23	Training Educators in Cooperative Education	Boston, Massachusetts	15
20-24	Modern Management and Supervision: Part II	USDA Graduate School, Washington, D.C.	27

1/ Activities with meeting dates still to be scheduled are listed on pages 220-221.

Dates	Activity	Location	Page
Jan. (Cont.)			
22-23	Direct Mail and Planned Giving Seminar	Philadelphia, Pennsylvania	122
23-24	Grantsmanship Management	New York, New York	130
26-28	Educational Broadcasting Institute: Human Relations and Personnel Management	Washington, D.C.	59
26-28	Introduction to Fund Accounting Workshop	Los Angeles, California	109
26-31	Negotiation Skills	Naples, Florida	57
26-Feb. 1	President's Program	Palm Beach, Florida	48
27-29	Basics of Personnel Administration	San Francisco, California	24
27-29	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
27-29	Remodeling, Renovation and Conversion of Educational Facilities Workshop	San Diego, California	152
27-31	Management Decision Making: Information Planning and Modeling	University of California, Los Angeles	93
29-31	Managerial Communications	New York, New York	41

29-31	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
30-31	Grantsmanship Management	San Francisco, California	130
30-31	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D.C.	60
31-Feb. 2	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
Jan. 1975*	Special Fields Training Program	Southeast Institute, Chapel Hill, North Carolina	67

February

2-4	AASCU Development Workshop	Atlanta, Georgia	116
2-4	Student Loan Administration Workshop	San Diego, California	146
2-4	SACUBO Professional Development Workshop	Atlanta, Georgia	117
2-7	Executive Grid Seminar	Williamsburg, Virginia	37
3-6	Training Educators in Cooperative Education	Weston, Massachusetts	15
3-7	ETS Programs of Continuing Education-- Program Planning and Assessment in Continuing Education	Princeton, New Jersey	167

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* A one-year on-going program beginning January 1975.

Dates	Activity	Location	Page
Feb. (Cont.)			
3-7	Improving Management Techniques	New Orleans, Louisiana	34
3-7	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26
4-6	Improving Human Relations at Work and in the Community	New Orleans, Louisiana	44
4-6	Management of Federal Funds Including Grants, Contracts and Revenue Sharing	New Orleans, Louisiana	111
5-7	Managerial Communications	San Francisco, California	41
5-7	The Art of the Interview	Columbia, Maryland	52
6-7	Affirmative Action: Planning and Implementation	New Orleans, Louisiana	53
9-14	Management Development Program	USDA Graduate School, Washington, D.C.	31
10-11	Innovative Management	USDA Graduate School, Washington, D.C.	51
10-12	Management Development For and By Women	Los Angeles, California	74
12-14	Creative Career Development for Women	USDA Graduate School, Washington, D.C.	73

	and Human Resources	Washington, D.C.	25
16-18	Seventh Annual CACUBO Professional Development Workshop	St. Louis, Missouri	103
16-18	Student Loan Administration Workshop	Seattle, Washington	146
16-21	Management Grid Seminar	Glens Falls, New York	36
18-19	California Association for Institutional Research (5th Annual Conference)	San Francisco, California	166
19-21	Organization Woman: Personal and Professional Dynamics	USDA Graduate School, Washington, D.C.	75
19-21	1975 Fiscal Management for Government/ Public-Supported Communications Operators	Denver, Colorado	110
20-21	Grantsmanship Management	New York, New York	130
20-21	Professional Fund-Raising Seminar for College Presidents	New York, New York	121
21-22	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, North Carolina	66
23-25	The Team Approach to Planning and Budgeting in Small Colleges	Washington, D.C.	106
23-28	Managerial Grid Seminar	San Diego, California	36

Dates	Activity	Location	Page
Feb. (Cont.)			
24-28	Models for Management	USDA Graduate School, Washington, D.C.	38
24-28	Program/Project Management for Hardware and Software	University of California, Los Angeles	98
27-March 3	ABA-NACS Booksellers School	Colorado Springs, Colorado	157
27-28	Grantsmanship Management	San Francisco, California	130
28-March 2	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
Feb. 1975*	Cooperative Information and Planning Systems Development in Public Higher Education (two-day conference)	Toronto, Canada	99
Feb. 1975*	AASCU Legislative Workshop	Washington, D.C.	171
Feb. 1975*	AAUA Mini-Seminars-- Politics and Higher Education	Philadelphia-New Jersey Area	170

March

2-7	Managerial Grid Seminar	Scarborough, Ontario	36
2-7	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D.C.	60
3-4	Direct Mail and Planned Giving Seminars	St. Louis, Missouri	122
3-7	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26
5-6	Advanced Workshop in Planned Giving	Chicago, Illinois	126
5-6	Direct Mail and Planned Giving Seminars	Toronto, Canada	122
5-7	Managerial Communications	Washington, D.C.	41
5-7	Microfilm Information Systems	San Francisco, California	96
7-10	NACS Advanced Seminar	Cleveland, Ohio	156
9-11	EACUBO Biennial Workshop: "Superior College Management--Key to Survival"	Atlantic City, New Jersey	104
9-11	Student Loan Administration Workshop	Cincinnati, Ohio	146
9-14	ACE Institute for Academic Deans	Orlando, Florida	4

* Exact dates to be announced.

Dates	Activity	Location	Page
March (Cont.)			
9-14	ACE Institute for Chief Business Officers (A coordinate program with the Academic Deans' Institute)	Orlando, Florida	5
9-14	Managerial Creativity and Goal Orientation	Beverly Hills, California	64
9-14	Managerial Grid Seminar	Pittsburgh, Pennsylvania	36
9-14	Power and Systems Laboratories	Avon Park, Florida	70
9-15	Advanced Managerial Skills Program	Pawling, New York	50
10-12	Management Development By and For Women	New York, New York	74
10-12	Remodeling, Renovation and Conversion of Educational Facilities Workshop	Atlanta, Georgia	152
10-14	ETS Programs of Continuing Education--Assessment for the Guidance of Minorities and the Educationally Disadvantaged	Princeton, New Jersey	167
10-14	The Future	USDA Graduate School, Washington, D.C.	84
12-13	Direct Mail and Planned Giving Seminar	New York, New York	122

12-14	Problems Facing Today's Rural Community College	Florida State University, Tallahassee, Florida	13
12-14	The Art of the Interview	Cleveland, Ohio	52
13-17	ABA-NACS Booksellers School	New York, New York	157
16-18	Introduction to Fund Accounting Workshop	Memphis, Tennessee	109
16-18	The Team Approach to Planning and Budgeting in Small Colleges	St. Louis, Missouri	106
16-22	Management Work Conference in Interpersonal Competence	Carmel, California	49
17-18	Introduction to Transactional Analysis (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	66
17-19	Management by Objectives	USDA Graduate School Washington, D.C.	30
17-20	NAEB Purchasing Institute	Chicago, Illinois	158
17-20	Training Educators in Cooperative Education	Weston, Massachusetts	15
17-21	Management Accounting and Information Systems	Beverly Hills, California	94
17-21	Modern Management and Supervision: Part II	USDA Graduate School, Washington, D.C.	27
20-21	Grantsmanship Management	New York, New York	130

Dates	Activity	Location	Page
March (Cont.)			
20-21	Management Development Program	USDA Graduate School, Washington, D.C.	31
23-26	AAHE Annual National Conference on Higher Education	Chicago, Illinois	164
23-26	Educational Broadcasting Institute: Designing Effective Instruction	Phoenix, Arizona	169
24-25	Grantsmanship Management	San Francisco, California	130
24-26	Microfilm Information Systems	Washington, D.C.	96
25-26	11th Institute on Federal Funding for Colleges, Universities, and Nonprofit Organizations	Washington, D.C.	131
26-27	Supervising the Disadvantaged Public Employee	USDA Graduate School, Washington, D.C.	58
27-31	AERA Presessions	Washington, D.C.	86
28 and April 7-30	Critical Issues and Decisions	USDA Graduate School, Washington, D.C.	172
30-April 2	1975 Annual Conference of NASPA	San Francisco, California	134

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April 3	Training Educators in Cooperative Education	Weston, Massachusetts	15
April			
2	NAWDAC Pre-Conference Workshop-- Advanced Administrative Training	Philadelphia, Pennsylvania	16
2	NAWDAC Pre Conference Workshop-- Assertive Training for Women	Philadelphia, Pennsylvania	76
2	NAWDAC Pre-Conference Workshop-- The Mature Woman--Who and Where is She?: Continuing Education for Women	Philadelphia, Pennsylvania	77
2	NAWDAC Pre-Conference Workshop-- Value Clarification--Its Use With Students	Philadelphia, Pennsylvania	135
2-4	Microfilm Information Systems	Atlanta, Georgia	96
2-5	AASEC Eighth National Sex Institute	Washington, D.C.	136
3-4	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D.C.	60
6-8	Introduction to Fund Accounting Workshop	Boston, Massachusetts	109
6-11	Managerial Grid Seminar	Waukegan, Illinois	36
7-11	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26

Dates	Activity	Location	Page
April (Cont.)			
13-16	Models for Management	USDA Graduate School, Virginia Beach, Virginia	38
13-18	Managerial Grid Seminar	Glens Falls, New York	36
13-19	Management Work Conference in Interpersonal Competence	Safety Harbor, Florida	49
13-19	President's Program	Palm Beach, Florida	48
14-16	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
14-18	Advanced Executive Seminar	USDA Graduate School, Washington, D.C.	46
14-18	Software Configuration Management	University of California. Los Angeles	97
16-18	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
17-18	Grantsmanship Management	New York, New York	130
20-22	National Conference on Trusteeship (Association of Governing Boards of Universities and Colleges)	Washington, D.C.	173

		Craigville, Massachusetts	72
21-25	ETS Programs of Continuing Education--Criterion-Referenced and Objectives-Referenced Measurement	Princeton, New Jersey	167
21-26	TA/Gestalt Workshop (One week program)	Southeast Institute, Chapel Hill, North Carolina	68
23-25	Managerial Communications	New York, New York	41
23-25	Technology Forecasting and Assessment	USDA Graduate School, Washington, D.C.	85
24-25	Grantsmanship Management	San Francisco, California	130
24-25	Organizational Development, Supervision and Motivation	San Diego, California	28
25-27	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
28-29	Collective Bargaining in Higher Education	Baruch College-City University of New York	55
28-30	Administrative Role of the Development Director Seminar	Moton Conference Center, Capahosic, Virginia	118
28-30	Management Development By and For Women	Washington, D.C.	74
28-May 1	15th Annual Forum of the Association for Institutional Research	St. Louis, Missouri	88

Dates	Activity	Location	Page
April (Cont.)			
April 1975*	AASCU Third National Career Education Conference	Location to be announced	62
April 1975*	EDUCOM Spring Conference 1975	Location to be announced	101
May			
4-9	Managerial Grid Seminar	Waukegan, Illinois	36
5-6	Managing Management Time	USDA Graduate School, Washington, D.C.	42
5-7	Wage and Salary Administration	Dallas, Texas	108
5-8	Training Educators in Cooperative Education	Location to be announced	15
5-9	ETS Programs of Continuing Education--Guidance and Assessment of Non-traditional Learning	Princeton, New Jersey	167
5-9	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26

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6-8	Management of Federal Funds Including Grants, Contracts and Revenue Sharing	Cleveland, Ohio	111
7-9	Microfilm Information Systems	San Francisco, California	96
8-9	Affirmative Action: Planning and Implementation	Cleveland, Ohio	53
8-9	Management Development Program	USDA Graduate School, Washington, D.C.	31
12-14	Creative Career Development for Women	USDA Graduate School, Washington, D.C.	73
12-14	Management Techniques in Collective Bargaining	New York, New York	54
15-16	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School Washington, D.C.	60
18-23	Executive Grid Seminar	Glens Falls, New York	37
18-23	Managerial Grid Seminar	San Francisco, California	36
18-23	Power and Systems Laboratories	Craigville, Massachusetts	70
18-24	Management Work Conference in Interpersonal Competence	Hershey, Pennsylvania	49
19-23	Modern Management and Supervision: Part II	USDA Graduate School, Washington, D.C.	27

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* Exact dates to be announced.

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Dates	Activity	Location	Page
May (Cont.)			
19-June 27	Institute for Administrative Advancement	University of Wisconsin, Madison	9
21-23	Managerial Communications	San Francisco, California	41
21-23	The Art of the Interview	New York, New York	52
22-23	Grantsmanship Management	New York, New York	130
28-30	Seminar for Women Executives	USDA Graduate School, Washington, D.C.	80
29-30	Grantsmanship Management	San Francisco, California	130
May*	AAUA Mini-Seminars--Politics in Higher Education	Denver area	170
June			
2-4	Planning a National Alumni Campaign Workshop	Moton Conference Center, Capahosic, Virginia	120
2-6	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26

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2-13	Seminar in Higher Education I-- Adult and Continuing Education	Southern Illinois University at Carbondale	10
2-13	Seminar in Higher Education II-- Business and Fiscal Administration	Southern Illinois University at Carbondale	11
3-5	Management of Federal Funds Including Grants, Contracts and Revenue Sharing	Washington, D.C.	111
4-6	Managerial Communications	Washington, D.C.	41
5-6	Affirmative Action: Planning and Implementation	Washington, D.C.	53
6-8	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
8-13	Managerial Grid Seminar	Scarborough, Ontario	36
8-13	Planned Gifts Training Program	Wayne, New Jersey	124
8-14	Management Work Conference in Interpersonal Competence	Aspen, Colorado	49
9-11	Management by Objectives	USDA Graduate School, Washington, D.C.	30
9-13	ETS Programs of Continuing Education-- Program Planning and Assessment in Continuing Education	Princeton, New Jersey	167

* Exact dates to be announced.

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Dates	Activity	Location	Page
June (Cont.)			
9-July 11	Program for Specialists in Organizational Development	Bethel, Maine	29
15-20	Inter-Fraternity Institute	Indiana University, Bloomington	141
15-20	Workshop--Student Residents	Indiana University, Bloomington	140
15-July 25	Institute for Educational Management (6th Annual Program)	Harvard Business School, Boston, Massachusetts	8
16-17	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, North Carolina	66
16-18	Annual Institute for Financial Development	Colorado Springs, Colorado	127
16-18	National Planned Giving Institute School in Financial Development	Colorado Springs, Colorado	125
16-20	ETS Programs of Continuing Education--Higher Education--Institutional Self Study	Princeton, New Jersey	167
16-27	Seminar in Higher Education I--Student Personnel Group Work Student Financial Assistance Supervisory Management in Higher Education	Southern Illinois University at Carbondale	10

July 3	TA/Gestalt Workshop (Three week program)	Southeast Institute, Chapel Hill, North Carolina	68
16- July 4	Leadership and Group Facilitation Training Workshops	San Diego, California	65
16- July 10	Seminar in Higher Education I-- Academic and Faculty Administration	Southern Illinois University at Carbondale	10
16- July 10	Seminar in Higher Education II-- Junior College Administration Federal Government and Higher Education Problems in Central Administration Collective Bargaining	Southern Illinois University at Carbondale	11
18-20	Creative Career Development for Women	USDA Graduate School, Washington, D.C.	73
18-20	National Planned Giving Institute School in Financial Development	Colorado Springs, Colorado	125
18-20	Seminar on Taxes and Giving	Colorado Springs, Colorado	128
19-20	Grantsmanship Management	New York, New York	130
22-26	17th Annual Conference: International Association of College and University Security Directors	California State University, Long Beach	159

Dates	Activity	Location	Page
June (Cont.)			
22-27	MASFAA Annual Workshop for New Financial Aid Administrators	Grand Valley State Colleges, Allendale, Michigan	18
22-27	Workshop--Meeting Needs of Women in Education	Indiana University, Bloomington	78
22-27	Power and Systems Laboratories	Soquel, California	70
22-28	ACE 1975 Presidents' Institute	San Francisco, California	7
22-July 18	Executive Management Program	Pennsylvania State University, University Park	45
23-25	Organizing a Public Relations Program	Moton Conference Center, Capahosic, Virginia	119
23-27	ETS Programs of Continuing Education--Performance-Based Teacher Training and Assessment	Princeton, New Jersey	167
23-27	Management Information Systems	University of California, Los Angeles	95
23-27	Normative Systems Leadership Seminar in Higher Education	HRI Human Resources Institute, Morristown, New Jersey	33

25-27	Microfilm Information Systems	Washington, D.C.	96
26-27	Grantsmanship Management	San Francisco, California	130
29-July 4	Negotiation Skills	Bethel, Maine	57
30-July 10	Seminar in Higher Education I--Academic Advisement	Southern Illinois University at Carbondale	10
30-July 11	Graduate Student Professional Development Program	Bethel, Maine	69
June 1975*	Intermediate Level Workshop in Student Financial Aids	Illinois	145
July			
6-11	Workshop on Administering Campus Activities	Indiana University, Bloomington	139
6-11	Workshop on Decision Making and Policy Formulation for Student Personnel Administrators	Indiana University, Bloomington	138
7-10	Occupational Safety and Environmental Health Program	University of Calgary, Alberta, Canada	160

* Exact dates to be announced.

Dates	Activity	Location	Page
July (Cont.)			
7-25	Leadership and Group Facilitation Training Workshops	San Diego, California	65
8-11	SCUP Annual Conference	Minneapolis, Minnesota	89
11-13	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
11-Aug. 7	Seminar in Higher Education I-- Law and Higher Education Adult and Continuing Education The Private College	Southern Illinois University at Carbondale	10
11-Aug. 7	Seminar in Higher Education II-- Current Issues in Higher Education	Southern Illinois University at Carbondale	11
12-18	NACS Management Survey/Seminar	Oberlin, Ohio	155
13-18	Managerial Grid Seminar	Williamsburg, Virginia	36
14-15	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, North Carolina	66
14-19	Advanced Managerial Skills Program	Bethel, Maine	50

14- Aug. 1	TA/Gestalt Workshop (Three week program)	Southeast Institute, Chapel Hill, North Carolina	68
14- Aug. 15	Program for Specialists in Organizational Development	Bethel, Maine; Santa Cruz, California	29
20-23	Advanced Managerial Skills Program	Bethel, Maine	50
20-24	ACUHO 27th Annual Conference	Kent State University, Kent, Ohio	154
20-26	Indiana Professional Development Seminar	Indiana University, Bloomington	142
20-26	Key Executive Conference	Aspen Colorado	47
22-24	Management of Federal Funds Including Grants, Contracts and Revenue Sharing	Denver, Colorado	111
23-26	Advanced Managerial Skills Program	Bethel, Maine	50
24-25	Affirmative Action: Planning and Implementation	Denver, Colorado	53
24-25	Grantsmanship Management	New York, New York	130
25- Aug. 1	NACS Management Survey/Seminar	Stanford, California	155
25- Aug. 22	Executive Management Program	Pennsylvania State University, University Park	45

Dates	Activity	Location	Page
July (Cont.)			
27-Aug. 1	College Business Management Institute	University of Kentucky, Lexington	17
27-Aug. 1	Management and Planning Institute for Higher Education (Columbia University)	Arden House, Harriman, New York	90
27-Aug. 1	Managerial Grid Seminar	San Francisco, California	36
27-Aug. 2	Advanced Managerial Skills Program	Soquel, California	50
28-Aug. 1	Seminar for Music Administrators	Westminster Choir College, Princeton, New Jersey	19
28-Aug. 2	Negotiation Skills	Santa Cruz, California	57
28-Aug. 15	Leadership and Group Facilitation Training Workshops	San Diego, California	65
29-31	Management of Federal Funds Including Grants, Contracts and Revenue Sharing	San Francisco, California	111

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31-Aug. 1	Grantsmanship Management	San Francisco, California	130
July 1975*	College Administrator Development Program	University of Georgia, Athens	12
August			
1-2	Affirmative Action Planning and Implementation	San Francisco, California	53
1-3	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
3-8	Advanced Managerial Skills Program	Santa Cruz, California	50
3-8	17th Annual Workshop Program for Physical Plant Administrators	University of Cincinnati, Cincinnati, Ohio	151
3-8	1975 AAC/ACPRA Summer Academy	University of Notre Dame, South Bend, Indiana	115
4-8	Alternative Futures for the Small College	Location to be announced	107
4-8	Facilities Management Systems and Inventory Techniques (INSITE)	Massachusetts Institute of Technology, Cambridge	153
4-9	TA/Gestalt Workshop (One week program)	Southeast Institute, Chapel Hill, North Carolina	68

* Periodic seminars between July 1974 and June 1975.

Dates	Activity	Location	Page
Aug. (Cont.)			
10-13	Advanced Managerial Skills Program	Santa Cruz, California	50
10-15	17th Annual Workshop Program for Physical Plant Administrators	University of California, Santa Barbara	151
10-15	Annual WACUBO Workshop	University of California, Santa Barbara	105
10-15	ACE Institute for Chief Student Personnel Administrators	Colorado Springs, Colorado	6
11-15	ETS Programs of Continuing Education--Program Planning and Assessment in Continuing Education	Bethel, Maine	69
11-22	Graduate Student Professional Development Program	Princeton, New Jersey	167
13-16	Advanced Managerial Skills Program	Santa Cruz, California	50
15-16	Authentic Relationships with Minorities	Salt Lake City, Utah	137
17-22	Managerial Grid Seminar	Minneapolis, Minnesota	36
17-23	Management Work Conference in Interpersonal Competence	Oakbrook, Illinois	49

21-22	Grantsmanship Management	New York, New York	130
28-29	Grantsmanship Management	San Francisco, California	130
Aug. 1975*	Administrative Intern Program for Women in Higher Education	Location will vary with individual intern	82
September			
1, 1976 to May, 1977	Academic Administration Internship Program	Location will vary with individual intern	2
4-5	Management Development Program	USDA Graduate School, Washington, D.C.	31
6-8	Creative Career Development for Women	USDA Graduate School, Washington, D.C.	73
7-12	Managerial Grid Seminar	Atlanta, Georgia	36
7-12	Planned Gifts Training Program	Wayne, New Jersey	124
8-12	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26
8-14	TA/Gestalt Workshop (One week program)	Southeast Institute, Chapel Hill, North Carolina	68
9-10	12th Institute on Federal Funding for Colleges, Universities and Nonprofit Organizations	Washington, D.C.	131

* A 10-month internship program beginning in August.

Dates	Activity	Location	Page
Sept. (Cont.)			
11-12	Managing Management Time	USDA Graduate School, Washington, D.C.	42
14-19	Management Development Program	USDA Graduate School, Washington, D.C.	31
14-19	Managerial Grid Seminar	Glens Falls, New York	36
15-16	Supervising the Disadvantaged Public Employee	USDA Graduate School, Washington, D.C.	58
17-19	The Art of the Interview	Cleveland, Ohio	52
18-19	Grantsmanship Management	New York, New York	130
21-25	Fifty-Second CEFP Annual International Conference	Houston, Texas	150
21-26	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School Washington, D.C.	60
21-26	Managerial Grid Seminar	Dallas, Texas	36
22-25	National Catholic Development Conference -- Annual Convention	Chicago, Illinois	122

22-26	ETS Programs of Continuing Education--Educational Planning in the Public Schools	Princeton, New Jersey	167
22-26	Modern Management and Supervision: Part II	USDA Graduate School, Washington, D.C.	27
22-27	1975 Engineering and Management Course	University of California, Los Angeles	20
25-26	Grantsmanship Management	San Francisco, California	130
26-27	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, North Carolina	65
28-Oct. 4	Advanced Managerial Skills Program	Plano, Illinois	50
28-Oct. 4	Management Work Conference in Interpersonal Competence	Hershey, Pennsylvania	49
29-Oct. 1	1975 Conference of The Association of College and University Auditors	University of Houston, Houston, Texas	112
October			
1-3	Seminar for Women Executives	USDA Graduate School, Washington, D.C.	80
1-3	Seventh Annual Meeting of Eastern Association of College Auxiliary Services	Korhonkson, New York	149
2-3	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D.C.	60

Dates	Activity	Location	Page
Oct. (Cont.)			
3-4	Introduction to Transactional Analysis	Southeast Institute, Chapel Hill, North Carolina	66
5-10	Executive Grid Seminar	Williamsburg, Virginia	37
5-10	Managerial Grid Seminar	Honolulu, Hawaii; Minneapolis, Minnesota	36
5-10	Management Development Program	USDA Graduate School, Washington, D.C.	31
6-7	Fall Conference for Trustees, Regents, and Presidents	Minneapolis, Minnesota	174
6-8	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
6-10	ETS Programs of Continuing Education--Criterion-Referenced and Objectives-Referenced Measurement	Princeton, New Jersey	167
6-10	Models for Management	USDA Graduate School, Washington, D.C.	38
6-24	Program for Specialists in Organization Development	Chicago area	29

8-10	National Planned Giving Institute School in Financial Development	Memphis, Tennessee	125
10-12	TA/Gestalt Workshop (Weekend program)	Southeast Institute, Chapel Hill, North Carolina	68
12-17	Managerial Grid Seminar	St. Louis, Missouri	36
12-17	Power and Systems Laboratories	Craigville, Massachusetts	70
13-17	ETS Programs of Continuing Education-- Higher Education--Institutional Self Study	Princeton, New Jersey	167
14-17	Models for Management	USDA Graduate School, Denver, Colorado	38
16-17	Innovative Management	USDA Graduate School, Washington, D.C.	51
19-22	Models for Management	USDA Graduate School, San Francisco, California	38
20-24	Advanced Executive Seminar	USDA Graduate School, Washington, D.C.	46
20-24	ETS Programs of Continuing Education-- Assessment for the Guidance of Minorities and the Educationally Disadvantaged	Princeton, New Jersey	167
20-24	The Future	USDA Graduate School, Washington, D.C.	84

Dates	Activity	Location	Page
Oct. (Cont.)			
20-25	TA/Gestalt Workshop (One week program)	Southeast Institute, Chapel Hill, North Carolina	68
23-24	Grantsmanship Management	New York, New York	130
23-24	Management Development Program	USDA Graduate School, Washington, D.C.	31
30-31	Grantsmanship Management	San Francisco, California	130
30-31	Management Development Program for Executives in Scientific and Engineering Organizations	USDA Graduate School, Washington, D.C.	60
Oct. 1975*	EDUCOM Fall Conference 1975	Location to be announced	102
Oct. 1975*	University Insurance Managers Association Annual Conference	San Francisco, California	161
Late Oct. 1975*	Collective Bargaining in Higher Education Annual Fall Workshop	Baruch College-- City University of New York	56

November

2-5	Models for Management	USDA Graduate School, Virginia Beach, Virginia	38
2-5	Seventh Annual Meeting of National Association of College Auxiliary Services	Chicago, Illinois	148
2-7	Managerial Grid Seminar	Glens Falls, New York	36
2-8	Advanced Managerial Skills Program	Hershey, Pennsylvania	50
3-4	Supervising the Disadvantaged Public Employee	USDA Graduate School, Washington, D.C.	58
3-7	Modern Management and Supervision: Part I	USDA Graduate School, Washington, D.C.	26
3-8	TA/Gestalt Workshop (One week program)	Southeast Institute, Chapel Hill, North Carolina	68
5-7	Annual Meeting of NCURA	Washington, D.C.	87
6-7	Management Development Program	USDA Graduate School, Washington, D.C.	31
9-15	Management Work Conference in Interpersonal Competence	La Jolla, California	49
9-15	President's Program	Palm Beach, Florida	48

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** Held as requested.

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